Administration for Children and Families

Administration on Children, Youth and Families - Children's Bureau

Child Welfare Training: The National Child Welfare Workforce Institute
HHS-2018-ACF-ACYF-CT-1350
Application Due Date: 05/23/2018

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Department of Health & Human Services
Administration for Children and Families

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Funding Opportunity Title:	Child Welfare Training: The National Child Welfare Workforce Institute
Announcement Type:	Initial
Funding Opportunity Number:	HHS-2018-ACF-ACYF-CT-1350
Primary CFDA Number:	93.648
Due Date for Applications:	**05/23/2018**

Executive Summary

Notice:

- **Applicants are strongly encouraged to read the entire funding opportunity announcement (FOA) carefully and observe the application formatting requirements listed in *Section IV.2. Content and Form of Application Submission*. For more information on applying for grants, please visit "How to Apply for a Grant" on the ACF Grants Page at** https://www.acf.hhs.gov/grants/howto.

This FOA will establish, by awarding one cooperative agreement, a National Child Welfare Workforce Institute (NCWWI) to advance federal priorities to improve safety, permanency, and well-being by building the capacity of child welfare professionals and improving the organizations that recruit, train, supervise, manage, and retain them. The NCWWI will complete a broad range of activities that promote promising and evidence-informed child welfare practice, support leadership development, improve agency culture and climate, and design and implement organizational interventions that address issues of worker recruitment, retention, and agency culture and climate.

The NCWWI will play a national leadership role in the field of child welfare in the following broad areas:

(1) Demonstrating how university partnerships support workforce development
(2) Implementing organizational interventions to improve workforce recruitment and retention
(3) Providing leadership training across the child welfare career spectrum
(4) Developing cross system approaches to improve worker and child outcomes
(5) Knowledge Development and Management

I. Program Description

Statutory Authority

Title IV, part B, subpart 1 - Stephanie Tubbs Jones Child Welfare Services Program, section 426 (a)(1)(C) of the Social Security Act [42 U.S.C. 626 (a)(1)(C)]

Description

BACKGROUND

ACYF and The Children's Bureau
Within the Administration for Children and Families (ACF) and the Administration on Children, Youth and Families (ACYF), the Children's Bureau (CB) plans, manages, coordinates, and supports child abuse and neglect prevention, and child welfare services programs. CB is the agency within the federal government that is responsible for assisting child welfare systems by promoting continuous improvement in the delivery of child welfare services. CB programs are designed to promote the safety, permanency, and well-being of all children and youth, including those in foster care, available for adoption, recently adopted, abused, neglected, dependent, disabled, or homeless, and to prevent the neglect, abuse, and exploitation of children. (For more information about CB's programs, visit http://www.acf.hhs.gov/programs/cb).

The Role of Workforce Development Initiatives

Workforce development initiatives in the field of child welfare is critical. A goal of CB throughout much of its history has been to ensure that the workforce in public child welfare within both states and tribes is educated and trained to perform the difficult task of working with families and children who have been neglected and/or abused. While there has been positive movement in understanding how to best meet the needs of children and families in the child welfare system, the long-standing issue of recruiting, preparing, and retaining adequate numbers of child welfare staff continues to be a problem for child welfare agencies (state, county, and tribal). While lack of a qualified applicant pool and issues of staff turnover have been recognized as a widespread problem for years, its impact on child welfare practice outcomes has not been carefully examined until recently. Over time, it has become clear that even basic improvements in child welfare practice and outcomes for children and families involved with child welfare will not be realized without improvements in the child welfare workforce.

CB intends to continue a multi-pronged approach to building the capacity of the child welfare workforce, building upon the lessons learned through previous CB workforce initiatives:

1. Those who provide front line services to children, youth, and families must be recruited, educated, trained, supported, and developed professionally in innovative ways. Building the child welfare workforce requires people with excellent skills doing high-quality work.
2. Agencies must improve their organizational cultures if they intend to retain their workforce and achieve better outcomes for children, youth, and families. CB wishes to support healthy child welfare organizations that value their people, support best practices in case management, provide evidence-based and evidence-informed interventions in treatment and hospitable environments, and effectively collaborate with partner agencies to ensure that children, youth, and families are safe, healing, and thriving.
3. Academic partners must include in their curriculum the content knowledge that will teach the wide array of skills needed to prepare high-quality professionals in child welfare. In the academies that train and in agencies that serve, the desired result is to support the workforce to promote the physical safety, and social and emotional well-

being of children and families.

Additional information regarding CB's previous NCWWI work and an overview of the current NCWWI project and its various components can be found in the appendix section.

PROJECT REQUIREMENTS

Target Population

The target population for this grant is a varied and diverse group, including members of the state and tribal child welfare workforce (from agency directors to public child welfare professionals directly serving children and families), prospective child welfare professionals who are pursuing social work degrees, child welfare faculty, and deans and directors of schools of social work.

Collaboration

In addition to its partnership with CB (for more information, see *Section II. Federal Award Information, Description of ACF's Anticipated Substantial Involvement Under the Cooperative Agreement*), the grantee will be responsible for collaborating with other federal projects, including, but not limited to, Capacity Building Center for States, the Capacity Building Center for Tribes, the Capacity Building Center for Courts, the Child Welfare Information Gateway, the Quality Improvement Center on Workforce Development, and other CB-funded and federal interagency projects aimed at increasing the capacity of the workforce to meet the needs of children and families.

Outreach and Engagement

In order to successfully reach its target audiences and achieve its goals for participation and use of NCWWI tools and resources, the grantee must have clear and deliberate strategies for outreach and engagement. The NCWWI must engage its intended consumers in the development and refinement of its training activities and products. The project will seek feedback from members of its target audience(s) throughout the project period to better understand workforce development needs, inform project activities, review curricula and product-related content, and proposed dissemination strategies.

Program Strategies and Activities

(1) University Partnership Projects

The NCWWI will allocate funding for traineeship projects in partnership with other public and/or nonprofit institutions of higher education with accredited social work education programs. These 5-year projects will support professional education for current or prospective child welfare practitioners who are currently enrolled or who plan to enroll in a Bachelor or Master Social Work program. A minimum of ten traineeship projects shall be identified, selected, and administered in partnership with eligible institutions of higher education. These projects will include direct stipends to students, administration of the stipends, participation in a cross-site evaluation, and provision of additional support services for students that will increase the likelihood of traineeship completion and retention of graduates in the field of child welfare. Required assurances and evidence of compliance for stipend recipients can be found at Section 426(c) of the Social Security Act. For more information on these assurances, please see *Section IV.2 Content and Form of Application Submission, Required Forms, Assurances, and*

Certifications.

Activities for University Partnership Projects include:

- Identifying, selecting, and administering traineeship projects for local, professional educational traineeships through a stipend/scholar program;
- Implementing an educational program that increases the knowledge and skills and leadership capacity of individual stipend recipients to address the social and emotional needs of children, youth, and families served by child welfare agencies;
- Developing and/or enhancing child welfare curricula on the developmental and functional consequences of trauma (for children, youth, and workers) and evidence-based practices to increase stipend recipients skill level, professional practice and leadership ability, and to support retention in the child welfare workforce;
- Implementing an organizational intervention component linking the school of social work with the local public child welfare agency. The partnership will include exploration of innovative approaches to preparation for child welfare work as well as a strong transition from school to work approach demonstrating effectiveness in supporting retention of qualified, competent staff;
- Tailoring organizational interventions to the specific needs of the local public child welfare agency and employing a strong evaluation component; and
- Implementing traineeships as early as possible during the first fiscal year of the cooperative
  agreement, at least prior to the start of the academic year in the fall of 2019.

(2) Organizational Interventions to Improve Workforce Recruitment and Retention

The NCWWI organizational interventions are expected to confront issues related to staff recruitment, training, supervision, management, and retention. All of the workforce strategies that the grantee and its partner(s) choose to pursue must be consistent with both the guiding principles of this FOA and with the applicable agency's mission. An important objective of this partnership will be to assist the agency in sustaining its systemic change initiative and to integrate its staff recruitment and retention approaches into the agency's strategic plan.

Activities for organizational interventions include:

- Selecting and engaging with five to seven state or tribal child welfare agencies through binding memoranda of agreements (MOAs) that clearly lay out the roles, responsibilities, and expectations of both parties to implement an innovative, comprehensive, and integrated organizational, educational, and professional development approach to effective child welfare agency workforce development building upon the last two iterations of NCWWI work;
- Selecting organizational interventions through the process of a comprehensive assessment of the recruitment, training, and retention system of the child welfare agency, and implementing interventions through the use of a design team or other teaming approach with appropriate internal and external partners participating;
- Providing training for management and supervisory staff, incorporating the NCWWI's Leadership Academy for Middle Managers (LAMM), Leadership Academy for Supervisors (LAS), and Leadership Academy for Deans and Directors (LADD);

- Providing plans that are proactive, strategic, collaborative, and sustainable for these workforce projects; and
- Identifying and measuring improvements in clearly stated outcomes through a rigorous evaluation.

The grantee may propose workforce projects that aim to assist a jurisdiction to assess their workforce capacity in a number of domains. Based on the identification of workforce needs in its preliminary assessment, the grantee will propose a preliminary plan that identifies specific activities that will be undertaken to address its critical workforce challenges. The NCWWI will have the freedom to consider and propose a wide range of activities for inclusion in their workforce projects. The NCWWI and its partner(s) may propose to develop a new approach to a unique problem, identify existing best or promising practices they intend to use, and/or present a model for selecting workforce interventions and implementing systemic change. Workforce projects will be developed and revised in consultation with CB after award of the cooperative agreement and plans will not be implemented until they are approved by the assigned FPO.

(3) Leadership Training Across the Child Welfare Career Spectrum

Institutionalizing evidence-informed workforce practices and improving child welfare outcomes requires leadership. Leadership is needed to change vision, culture, beliefs, and to move the organization to better practices. Cultivating leadership development across the child welfare career spectrum is a critical aspect of NCWWI's work.

Activities for Leadership Training include:

- Providing learning opportunities for staff at the organizational intervention project sites that builds upon the previously developed LAMM, LAS, and LADD training. Training will focus on developing adaptive leadership and change management skills at all levels of management in order for child welfare professionals to implement evidence-based and evidence-informed workforce development initiatives and support healthy agency culture and climate;
- Providing support for the transfer of learning and for sustainability through development of a coaching program and the implementation of a train-the-trainer program for agency internal capacity building; and
- Identifying and measuring improvements in clearly stated outcomes through a rigorous evaluation.

(4) Cross System Approach to Improve Worker and Child Outcomes

Public engagement and partnerships contribute to a healthy workforce.

Activities for the Cross System Approach include:

- Designing and implementing a National Educational Campaign about the Child Welfare System and its Workforce to educate the public about the critical role and value of the workforce. Identifying a theme each year for the campaign and engaging with experts in the field of messaging that culminates in a Worker Recognition Day that coincides with the celebration of National Workforce Development Month in September; and
- Convening a National Child Welfare Advisory Board that will: (1) review NCWWI's

approaches to university partnerships, leadership development, organizational interventions, and the identification of child welfare best practices, and make recommendations regarding strategies to address national workforce issues and provide expert consultation to help build the capacity of the national child welfare workforce, improve outcomes for children, and assist in the identification of best practices; and (2) explore new and innovative ways of re-imagining the child welfare system's service design and delivery to: (a) better meet needs of the majority of families we serve who are affected by neglect, (b)ensure staff receives targeted education and training that prepares them for effectively supporting these families, (c) recruit child welfare applicants and utilize staff differently to reduce issues that contribute to worker recruitment and retention, and (d) develop an agreed upon list of national child welfare worker competencies for universities and child welfare agencies. This advisory board will consist of, but is not limited to, representatives from other CB-funded workforce projects, the Quality Improvement Center for tribes, the Capacity Building Collaborative, central and regional CB staff (as appropriate), state and tribal child welfare agency leadership, state agency training directors, educational stakeholders (university and community college), family partners, other child serving agencies, and community representatives. Convening of this group must be frequent enough or structured in such a way to allow the Advisory Group to develop, guide, review, and provide recommendations throughout the 5-year period.

(5) Knowledge Development and Management

As it implements the program activities and strategies, the NCWWI will develop, collect, store, and manage a library of child welfare workforce development information.

Activities for Knowledge Development and Management include:

- Taking on new work that builds knowledge about evidence-based/informed practices in child welfare workforce development;
- Collecting and disseminating current information on evidence-based/informed child welfare workforce development strategies;
- Developing a structured knowledge management system to store and distribute workforce development information; and
- Demonstrating expertise in new and innovative technologies for developing and disseminating child welfare workforce information, including web ad mobile-based technology.

Evaluation

The grantee will design and implement a rigorous evaluation plan for all five program strategies and activities of the NCWWI, listed above, under Program and Strategies Activities.

Program Performance Evaluation Plan

The Administration for Children and Families (ACF) is committed to use the most rigorous methods that are appropriate to the evaluation questions and feasible within budget and other constraints. The NCWWI will develop a rigorous evaluation design using multiple measures to document and determine the effectiveness of the NCWWI's processes and major areas of

activity. The NCWWI is expected to employ both qualitative and quantitative methods in its evaluation of process and outcome measures. The grantee will have considerable flexibility to implement an evaluation plan for the NCWWI that will contribute to and promote evidence-based strategies, practices, and programs. The NCWWI's evaluation plan must include a detailed description of both process and outcomes evaluation components.

Evaluations can produce several types of evidence. A learning organization with a culture of continual improvement requires many types of evidence, including not only evaluation but also descriptive research studies, performance measures, financial and cost data, survey statistics, and approaches to using information, such as regular data-driven reviews of performance and progress.

Dissemination
CB expects that information and knowledge generated by these projects will be shared with the field and efforts will be made to integrate project knowledge into policy and practice. The grantee is expected to disseminate strategically and incorporate dissemination activities into their work. The dissemination activities will focus on key target audiences, for specific purposes, understanding what these target audiences need to know, and effectively getting this information to them. The project will disseminate products and findings. The grantee will evaluate the extent to which the target audiences have received project knowledge and used it as intended, and assess the impact of dissemination. The grantee will allocate sufficient staff time for dissemination.

The grantee will be expected to work throughout the course of this project with the FPO and CB training/technical assistance (T/TA) providers to:

- Finalize dissemination goals and objectives;
- Identify and engage with target audiences for dissemination;
- Produce detailed procedures, materials, and other products based on the program evaluation;
- Develop and disseminate summarized/synthesized information about the project.
- Produce a high-quality, comprehensive, final report suitable for archiving in the CB Discretionary Grant Library; and
- Ensure publications and websites are accessible. Although not required, applicants are strongly encouraged to consider using Section 508 standards to ensure accessibility.

Tasks to be Performed by the NCWWI during the Planning, Implementation, and Sustainability Phases

- Thoughtful planning is a necessary prerequisite to successful implementation of the NCWWI's activities.
- The project must be fully functioning within 90 days following the notification of the grant award.
- While ongoing revision of implementation strategies may be appropriate later in the project period, CB requires that initial planning phases for the Workforce Institute's major activity areas will be completed within 6 to 12 months following award.
- The implementation phases for the NCWWI's major activities will be 48 to 54 months in duration.

- During the final 6 months of the project, the NCWWI will compile evaluation data, present findings, and prepare final reports to CB.
- The grantee will plan in the budget for an annual face-to-face meeting with the FPO including the evaluator and leadership from each of the major NCWWI components to review the work that has taken place and plan for the next year.
- The grantee will present preliminary plans for proposed planning, implementation, and sustainability activities for each of the NCWWI's major activity areas. Immediately after the award and prior to implementation, the grantee's planning work plan will be subject to review, revision, and final approval by CB.
- The grantee is required to submit a design that clearly and concisely describes a strategy for planning and implementing the NCWWI's major components. These major components are: University Partnership to Support Workforce Development; Leadership Training across the Child Welfare Career Spectrum; Organizational Intervention to Improve Workforce Retention; Cross System Approach to Improve Worker and Child Outcomes; and Knowledge Development and Management.

Due to the nature of its tasks, the NCWWI will not be required to organize all of its activities into a single planning phase and subsequent implementation phase. For example, some of the NCWWI's planning phases for cross-site evaluation are contingent upon the preparedness of university partners to participate in the process of evaluation design. The following do not cover all of the key tasks but give guidance on approximate dates for specific activities.

Grant Activity/Event

- Project Period Begins: September 30, 2018
- Planning Phases Begin For Organization Intervention Projects: October 1, 2018
- LAMM and LAS Trainings Begin : March 2019
- University Partnership Projects and Organizational Intervention Projects Selected: May 2019
- Traineeship Stipends Awarded to Students: August 2019
- Organizational Intervention Project Implemented: July 2019

A revised implementation plan for each of the Workforce Institute's major component areas will be due to CB within 10 months after the award of the cooperative agreement. Grantees must submit all performance indicator data, program, evaluation, and financial reports in a timely manner (for more information, please see *Section VI.3. Reporting*).

II. Federal Award Information

Funding Instrument Type:	Cooperative Agreement
Estimated Total Funding:	$4,800,000
Expected Number of Awards:	1
Award Ceiling:	$4,800,000 Per Budget Period
Award Floor:	$3,000,000 Per Budget Period
Average Projected Award Amount:	$4,800,000 Per Budget Period
Anticipated Project Start Date:	09/30/2018

Length of Project Periods:

Length of Project Period: 60-month project period with five 12-month budget periods

The initial award will be for a 12-month budget period. The award of continuation beyond each 12-month budget period will be subject to the availability of funds, the grantee's compliance with meeting the requirements of the FOA and the cooperative agreement, and a determination that continued funding would be in the best interest of the Federal Government.

In the first budget period, the maximum federal share of each project is not to exceed $4,800,000. The estimated budget for subsequent budget periods will be the same. The projects awarded will be for a project period of 60 months.

Additional Information on Awards:
Awards made under this announcement are subject to the availability of federal funds.

Applications requesting an award amount that exceeds the *Award Ceiling* per budget period, or per project period, as stated in this section, will be disqualified from competitive review and from funding under this announcement. This disqualification applies only to the *Award Ceiling* listed for the first 12-month budget period for projects with multiple budget periods. If the project and budget period are the same, the disqualification applies to the *Award Ceiling* listed for the project period. Please see *Section III.3. Other, Application Disqualification Factors.*

Note: For those programs that require matching or cost sharing, recipients will be held accountable for projected commitments of non-federal resources in their application budgets and budget justifications by budget period or by project period for fully funded awards, even if the projected commitment exceeds the required amount of match or cost share. **A recipient's failure to provide the required matching amount may result in the disallowance of federal funds.** See *Section III.2.* of this announcement for information on cost-sharing or matching requirements.

Description of ACF's Anticipated Substantial Involvement Under the Cooperative Agreement
A cooperative agreement is a specific method of awarding federal assistance in which substantial federal involvement is anticipated. A cooperative agreement clearly defines the respective responsibilities of CB and the awardee prior to the award. CB anticipates that agency involvement will produce programmatic benefits to the recipient otherwise unavailable to them for carrying out the project. The involvement and collaboration includes:

1. CB review and approval of planning stages of the activities before implementation phases may begin;
2. CB and recipient joint collaboration in the performance of key programmatic activities (i.e., strategic planning, implementation, information technology enhancements, T/TA, publications or products, and evaluation);

3. Close monitoring by CB of the requirements stated in this announcement that limit the awardee's discretion with respect to scope of services offered; and

4. Close monitoring by CB during performance which may, in order to ensure compliance with the intent of this funding, exceed those federal stewardship responsibilities customary for grant activities.

The NCWWI must partner closely with CB throughout the funding period to meet the goals of this program announcement. As a participant in a cooperative agreement, the grantee can expect to closely collaborate with CB in the review of its proposed activities. In some cases, they will revise and jointly develop key project strategies. CB must approve project plans and activities prior to implementation.

III. Eligibility Information

III.1. Eligible Applicants

Eligible applicants are public or other nonprofit institutions of higher learning, including tribal colleges. Consortia of the eligible institutions of higher education are encouraged to apply, and collaborative and interdisciplinary efforts are encouraged, but applications must identify a primary applicant responsible for administering the grant. The primary applicant must be a public or other nonprofit institution of higher learning.

Applications from individuals (including sole proprietorships) and foreign entities are not eligible and will be disqualified from competitive review and from funding under this announcement. See *Section III.3. Other, Application Disqualification Factors*.

III.2. Cost Sharing or Matching

Cost Sharing / Matching Requirement: No

For all federal awards, any shared costs or matching funds and all contributions, including cash and third-party in-kind contributions, must be accepted as part of the recipient's cost sharing or matching when such contributions meet all of the criteria listed in 45 CFR 75.306.

For awards that require matching by statute, recipients will be held accountable for projected commitments of non-federal resources in their application budgets and budget justifications by budget period, or by project period for fully funded awards, even if the projected commitment exceeds the amount required by the statutory match. **A recipient's failure to provide the statutorily required matching amount may result in the disallowance of federal funds. Recipients will be required to report these funds in the Federal Financial Reports.**

For awards that do not require matching or cost sharing by statute, where "cost sharing" refers to any situation in which the recipient voluntarily shares in the costs of a project other than as statutorily required matching, recipients will be held accountable for projected commitments of non-federal resources in their application budgets and budget justifications by

budget period, or by project period for fully funded awards. These include situations in which contributions are voluntarily proposed by an applicant and are accepted by ACF. Non-federal cost sharing will be included in the approved project budget so that the applicant will be held accountable for proposed non-federal cost-sharing funds as shown in the Notice of Award (NOA). **A recipient's failure to provide voluntary cost sharing of non-federal resources that have been accepted by ACF as part of the approved project costs and that have been shown as part of the approved project budget in the NOA, may result in the disallowance of federal funds. Recipients will be required to report these funds in the Federal Financial Reports.**

III.3. Other

Application Disqualification Factors
Applications from individuals (including sole proprietorships) and foreign entities are not eligible and will be disqualified from competitive review and from funding under this announcement.

Award Ceiling Disqualification
Applications that request an award amount that exceeds the *Award Ceiling* per budget period or per project period ("per project period" refers only to fully funded awards), as stated in *Section II. Federal Award Information,* will be disqualified from competitive review and from funding under this announcement. This disqualification applies only to the *Award Ceiling* listed for first 12-month budget period for projects with multiple budget periods. If the project and budget period are the same, the disqualification applies to the *Award Ceiling* listed for the project period.

Required Electronic Application Submission
ACF requires electronic submission of applications at www.Grants.gov. **Paper applications received from applicants that have not been approved for an exemption from required electronic submission will be disqualified from competitive review and from funding under this announcement.**

Applicants that do not have an Internet connection or sufficient computing capacity to upload large documents to the Internet may contact ACF for an exemption that will allow the applicant to submit applications in paper format. Information and the requirements for requesting an exemption from required electronic application submission are found in "ACF Policy for Requesting an Exemption from Electronic Application Submission" at www.acf.hhs.gov/grants/howto#chapter-6.

Missing the Application Deadline (Late Applications)
The deadline for electronic application submission is 11:59 p.m., ET, on the due date listed in the *Overview and* in *Section IV.4. Submission Dates and Times.* Electronic applications

submitted to www.Grants.gov after 11:59 p.m., ET, on the due date, as indicated by a dated and time-stamped email from www.Grants.gov, will be disqualified from competitive review and from funding under this announcement. That is, applications submitted to www.Grants.gov, on or after 12:00 a.m., ET, on the day after the due date will be disqualified from competitive review and from funding under this announcement.

Applications submitted to www.Grants.gov at any time during the open application period, and prior to the due date and time, which fail the www.Grants.gov validation check, will not be received at, or acknowledged by, ACF.

Each time an application is submitted via www.Grants.gov, the submission will generate a new date and time-stamp email notification. Only those applications with on-time date and time stamps that result in a validated application, which is transmitted to ACF, will be acknowledged.

The deadline for receipt of paper applications is 4:30 p.m., ET, on the due date listed in the *Overview* and *in Section IV.4. Submission Dates and Times*. Paper applications received after 4:30 p.m., ET, on the due date will be disqualified from competitive review and from funding under this announcement. **Paper applications received from applicants that have not received approval of an exemption from required electronic submission will be disqualified from competitive review and from funding under this announcement.**

Notification of Application Disqualification
Applicants will be notified of a disqualification determination by email or by USPS postal mail within 30 federal business days from the closing date of this FOA.

IV. Application and Submission Information

IV.1. Address to Request Application Package

CB Operations Center
C/O LCG, Inc.
1400 Key Blvd, Suite 900
Arlington, VA 22209

Electronic Application Submission:
The electronic application submission package is available in the FOA's listing at www.Grants.gov.

Applications in Paper Format:
For applicants that have received an exemption to submit applications in paper format, Standard Forms, assurances, and certifications are available in the Application Forms Package available in the FOA's Grants.gov Synopsis under the Package tab at www.Grants.gov. See *Section IV.2. Request an Exemption from Required Electronic Application Submission* if applicants do not

have an Internet connection or sufficient computing capacity to upload large documents (files) to www.Grants.gov.

Federal Relay Service:
Hearing-impaired and speech-impaired callers may contact the Federal Relay Service (FedRelay) for assistance at www.gsa.gov/fedrelay.

IV.2. Content and Form of Application Submission

FORMATTING APPLICATION SUBMISSIONS
Each applicant applying electronically via www.Grants.gov is required to upload only two electronic files, excluding Standard Forms and OMB-approved forms. No more than two files will be accepted for the review, and additional files will be removed. Standard Forms and OMB-approved forms will not be considered additional files.

FOR ALL APPLICATIONS:
Authorized Organizational Representative (AOR)
AOR is the designated representative of the applicant/recipient organization with authority to act on the organization's behalf in matters related to the award and administration of grants. In signing a grant application, this individual agrees that the organization will assume the obligations imposed by applicable Federal statutes and regulations and other terms and conditions of the award, including any assurances, if a grant is awarded.

Point of Contact
In addition to the AOR, a point of contact on matters involving the application must also be identified. The point of contact, known as the Project Director or Principal Investigator, should not be identical to the person identified as the AOR. The point of contact must be available to answer any questions pertaining to the application.

Application Checklist
Applicants may refer to *Section VIII. Other Information* for a checklist of application requirements that may be used in developing and organizing application materials.

Accepted Font Style
Applications must be in Times New Roman (TNR), 12-point font, except for footnotes, which may be TNR 10-point font. Pages that contain blurred text, or text that is too small to read comfortably, will be removed.

English Language
Applications must be submitted in the English language and must be in the terms of United States (U.S.) dollars. If applications are submitted using another currency, ACF will convert the foreign currency to U.S. currency using the date of receipt of the application to determine the rate of exchange.

Page Limitations

Applicants must observe the page limitation(s) listed under "PAGE LIMITATIONS AND CONTENT FOR ALL SUBMISSION FORMATS:". *Page* limitation(s) do not include SFs and OMB-approved forms.

All applications must be double-spaced. An application that exceeds the cited page limitation for double-spaced pages in the Project Description file or the Appendices file will have the last extra pages removed and the removed pages will not be reviewed.

Application Elements Exempted from Double-Spacing Requirements
The following elements of the application submission are exempt from the double-spacing requirements and may be single-spaced: the table of contents, the one-page Project Summary/Abstract, required Assurances and Certifications, required SFs, required OMB-approved forms, resumes, logic models, proof of legal status/non-profit status, third-party agreements, letters of support, footnotes, tables, the line-item budget and/or the budget justification.

Adherence to FOA Formatting, Font, and Page Limitation Requirements
Applications that fail to adhere to ACF's FOA formatting, font, and page limitation requirements will be adjusted by the removal of page(s) from the application. Pages will be removed before the objective review. The removed page(s) will not be made available to reviewers.

Applications that have more than one scanned page of a document on a single page will have the page(s) removed from the review.

For applicants that submit paper applications, double-sided pages will be counted as two pages. When the maximum allowed number of pages is reached, excess pages will be removed and will not be made available to reviewers.

NOTE: Applicants failing to adhere to ACF's FOA formatting, font, and page limitation requirements will receive a letter from ACF notifying them that their application was amended. The letter will be sent after awards have been issued and will specify the reason(s) for removal of page(s).

Corrections/Updates to Submitted Applications
When applicants make revisions to a previously submitted application, ACF will accept only the last on-time application for pre-review under the Application Disqualification Factors. The Application Disqualification Factors determine the application's acceptance for competitive review. See *Section III.3. Application Disqualification Factors* and *Section IV.2. Application Submission Options*.

Copies Required
Applicants must submit one complete copy of the application package electronically. Applicants submitting electronic applications need not provide additional copies of their application package.

Applicants submitting applications in paper format must submit one original and two copies of the complete application, including all Standard Forms and OMB-approved forms. The original copy must have original signatures.

Signatures
Applicants submitting electronic applications must follow the registration and application submission instructions provided at www.Grants.gov.

The original of a paper format application must include original signatures of the authorized representatives.

Accepted Application Format
With the exception of the required Standard Forms (SFs) and OMB-approved forms, all application materials must be formatted so that they are 8 ½" x 11" white paper with 1-inch margins all around.

If possible, applicants are encouraged to include page numbers for each page within the application.

ACF generally does not encourage submission of scanned documents as they tend to have reduced clarity and readability. If documents must be scanned, the font size on any scanned documents must be large enough so that it is readable. Documents must be scanned page-for-page, meaning that applicants may not scan more than one page of a document onto a single page. All pages of the application must be readable. Pages with blurred text will be removed from the application.

PAGE LIMITATIONS AND CONTENT FOR ALL SUBMISSION FORMATS:

The Project Description and the appendices must not exceed a combined total of **100 pages**.

The **Project Description** must include these items:

1. Table of Contents

2. Abstract

3. Objectives and Need for Assistance

4. Approach

5. Evaluation

6. Organizational Capacity

7. Logic Model

8. Line Item Budget and Budget Justification

The **Appendices** must include these items:

1. Certifications and Assurances

2. Proof of Legal Status (if applicable)

3. Third-party agreements

4. Staff and Position Data (e.g., resumes, job descriptions, organizational charts)

5. Indirect Cost Rate Letter (if applicable)

ELECTRONIC APPLICATION SUBMISSION INSTRUCTIONS
Applicants are required to submit their applications electronically unless they have requested and received an exemption that will allow submission in paper format. See *Section IV.2. Application Submission Options* for information about requesting an exemption**.**

Electronic applications will only be accepted via www.Grants.gov. **ACF will not accept applications submitted via email or via facsimile.**

Each applicant is required to upload ONLY two electronic files, excluding SFs and OMB-approved forms.

File One: Must contain the entire Project Description, and the Budget and Budget Justification (including a line-item budget and a budget narrative).

File Two: Must contain all documents required in the Appendices.

Adherence to the Two-File Requirement
No more than two files will be accepted for the review. Applications with additional files will be amended and files will be removed from the review. SFs and OMB-approved forms will not be considered additional files.

Application Upload Requirements
ACF strongly recommends that electronic applications be uploaded as Portable Document Files (PDFs). One file must contain the entire Project Description and Budget Justification; the other file must contain all documents required in the Appendices. Details on the content of each of the two files, as well as page limitations, are listed earlier in this section.

To adhere to the two-file requirement, applicants may need to convert and/or merge documents together using a PDF converter software. Many recent versions of Microsoft Office include the ability to save documents to the PDF format without need of additional software. Applicants using the Adobe Professional software suite will be able to merge these documents together. ACF recommends merging documents electronically rather than scanning multiple documents into one document manually, as scanned documents may have reduced clarity and readability.

Applicants must ensure that the version of Adobe Professional they are using is compatible with Grants.gov. To verify Adobe software compatibility please go to Grants.gov and click on "Support" at the top bar menu and select "Adobe Software Compatibility", which is listed under the topic "Online Answers." The Adobe verification process allows applicants to test their version of the software by opening a test application package. Grant.gov also includes guidance on how to download a supported version of Adobe, as well as troubleshooting instructions if an applicant is unable to open the test application package.

The Adobe Software Compatibility page located on Grants.gov also provides guidance for applicants that have received error messages while attempting to save an application package. It also addresses local network and/or computer security settings and the impact this has on use of Adobe software.

Required Standard Forms (SFs) and OMB-approved Forms
Standard Forms (SFs) and OMB-approved forms, such as the SF-424 application and budget forms and the SF-P/PSL (Project/Performance Site Location), are uploaded separately at Grants.gov. These forms are submitted separately from the Project Description and Appendices files. See *Section IV.2. Required Forms, Assurances, and Certifications* for the listing of required Standard Forms, OMB-approved forms, and required assurances and certifications.

Naming Application Submission Files
Carefully observe the file naming conventions required by www.Grants.gov**. Limit file names to 50 characters (characters and spaces).** Special characters that are allowed under Grants.gov's naming conventions, and are accommodated by ACF's systems, are listed in the instructions available in the Download Application Package at Grants.gov. Please also see https://www.grants.gov/web/grants/applicants/submitting-utf-8-special-characters.html.

Use only file formats supported by ACF
It is critical that applicants submit applications using only the supported file formats listed here. While ACF supports all of the following file formats, **we strongly recommend that the two application submission files (Project Description and Appendices) are uploaded as PDF documents in order to comply with the two file upload limitation.** Documents in file formats that are not supported by ACF will be removed from the application and will not be used in the competitive review. This may make the application incomplete and ACF will not make any awards based on an incomplete application.

ACF supports the following file formats:

- Adobe PDF – Portable Document Format (.pdf)
- Microsoft Word (.doc or .docx)
- Microsoft Excel (.xls or .xlsx)
- Microsoft PowerPoint (.ppt)
- Corel WordPerfect (.wpd)
- Image Formats (.JPG, .GIF, .TIFF, or .BMP only)

Do Not Encrypt or Password-Protect the Electronic Application Files
If ACF cannot access submitted electronic files because they are encrypted or password protected, the affected file will be removed from the application and will not be reviewed. This removal may make the application incomplete and ACF will not make awards based on an incomplete application.

FORMATTING FOR PAPER APPLICATION SUBMISSIONS:
The following requirements are only applicable to applications submitted in paper format.

Applicants must receive an exemption from ACF in order for a paper format application to be accepted for review. For more information on the exemption, see "*ACF Policy on Requesting an Exemption from Required Electronic Application Submission*" at www.acf.hhs.gov/grants/howto#chapter-6

Format Requirements for Paper Applications
All copies of mailed or hand-delivered paper applications must be submitted in a single package. If an applicant is submitting multiple applications under a single FOA, or multiple applications under separate FOAs, each application submission must be packaged separately. The package(s) must be clearly labeled for the specific FOA it addresses by FOA title and by Funding Opportunity Number (FON).

Applicants using paper format should download the application forms package associated with the FOA's Synopsis on www.Grants.gov under the Package tab.

Because each application will be duplicated, do not use or include separate covers, binders, clips, tabs, plastic inserts, maps, brochures, or any other items that cannot be processed easily on a photocopy machine with an automatic feed. Do not bind, clip, staple, or fasten in any way separate sections of the application. Applicants are advised that the copies of the application submitted, not the original, will be reproduced by the federal government for review. **All application materials must be one-sided for duplication purposes. All pages in the application submission must be sequentially numbered.**

Addresses for Submission of Paper Applications
See *Section IV.7. Other Submission Requirements* for addresses for paper format application submissions.

Required Forms, Assurances, and Certifications

Applicants seeking grant or cooperative agreement awards under this announcement must submit the listed Standard Forms (SFs), assurances, and certifications with the application. All required Standard Forms, assurances, and certifications are available in the Application Package posted for this FOA at www.Grants.gov.

Forms / Assurances / Certifications	Submission Requirement	Notes / Description
SF-424 Key Contact Form	Submission is required for all applicants by the application due date.	Required for all applications.
Certification Regarding Lobbying (Grants.gov Lobbying Form)	Submission required of all applicants with the application package. If it is not submitted with the	Submission of the certification is required for all applicants.

	application package, it must be submitted prior to the award of a grant.	
Protection of Human Subjects Assurance Identification / IRB Certification / Declaration of Exemption (Common Rule)	Submission of the required information and forms is due with the application package by the due date listed in the *Overview* and *Section IV.4. Submission Dates and Times*. If the information is not available at the time of application, it must be submitted prior to the award of a grant.	Form is available at http:// www.hhs .gov/ ohrp/ assurances/ forms/index .html. General information about the HHS Protection of Human Subjects regulations can be obtained at http ://www. hhs.gov/ ohrp/ . Applicants may also contact OHRP by email (ohrp @csophs .dhhs.gov) or by phone (240-453-6900).
Traineeship Assurances	Submission is required for all applicants by the application due date.	Applicants are required to provide assurances listed section 426(c) of the Social Security Act (42 U.S.C. § 626(c)) in order to be awarded a grant for Child Welfare Traineeships.
SF-424 - Application for Federal Assistance	Submission is required for all applicants by the application due date.	Required for all applications.
Unique Entity Identifier (DUNS) and Systems for Award Management (SAM) registration.	Required of all applicants. To obtain a DUNS number, go to http://fedgov.dnb.com/ webform. Active registration at the Systems Award Management (SAM) website must be maintained throughout the application and project award period. SAM registration is available at http://www.sam.gov.	See *Section IV.3. Unique Entity Identifier and System for Award Management (SAM)* for more information.
SF-Project/Performance Site Location(s) (SF-P/PSL)	Submission is required for all applicants by the application due date.	Required for all applications. In the SF-P/PSL, applicants must cite their primary location and up to 29 additional performance sites.

SF-424A - Budget Information - Non-Construction Programs and SF-424B - Assurances - Non- Construction Programs	Submission is required for all applicants when applying for a non-construction project. Standard Forms must be used. Forms must be submitted by the application due date. By signing and submitting the SF-424B, applicants are making the appropriate certification of their compliance with all Federal statutes relating to nondiscrimination.	Required for all applications when applying for a non-construction project.
SF-LLL - Disclosure of Lobbying Activities	If submission of this form is applicable, it is due at the time of application. If it is not available at the time of application, it may also be submitted prior to the award of a grant.	If any funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a member of Congress, an officer or employee of Congress, or an employee of a member of Congress in connection with this commitment providing for the United States to insure or guarantee a loan, the applicant shall complete and submit the SF-LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions.

Mandatory Grant Disclosure
Submission is required for all applicants and recipients, in writing, to the awarding agency and to the HHS Office of the Inspector General (OIG) all information related to violations of federal criminal law involving fraud, bribery, or gratuity violations potentially affecting the federal award. (Mandatory Disclosures, 45 CFR 75.113)

Disclosures must be sent in writing to:

The Administration for Children and Families, U.S. Department of Health and Human Services, Office of Grants Management, ATTN: Grants Management Specialist, 330 C Street, SW., Switzer Building, Corridor 3200,Washington, DC 20201

And to:

U.S. Department of Health and Human Services, Office of Inspector General, ATTN: Mandatory Grant Disclosures, Intake Coordinator, 330 Independence Avenue, SW., Cohen Building, Room 5527, Washington, DC 20201

Fax: (202) 205-0604 (Include "Mandatory Grant Disclosures" in subject line) or
Email: MandatoryGranteeDisclosures@oig.hhs.gov

The Project Description

The Project Description Overview

Purpose
The project description provides the majority of information by which an application is evaluated and ranked in competition with other applications for available assistance. It should address the activity for which federal funds are being requested, and should be consistent with the goals and objectives of the program as described in *Section I. Program Description*. Supporting documents should be included where they can present information clearly and succinctly. When appropriate, applicants should cite the evaluation criteria that are relevant to specific components of their project description. Awarding offices use this and other information in making their funding recommendations. It is important, therefore, that this information be included in the application in a manner that is clear and complete.

General Expectations and Instructions
Applicants should develop project descriptions that focus on outcomes and convey strategies for achieving intended performance. Project descriptions are evaluated on the basis of substance and measurable outcomes, not length. Extensive exhibits are not required. Cross-referencing should be used rather than repetition. Supporting information concerning activities that will not be directly funded by the grant or information that does not directly pertain to an integral part of the grant-funded activity should be placed in an appendix.

General Instructions for Preparing a Full Project Description

Introduction
Applicants must prepare the project description statement in accordance with the following instructions while being aware of the specified evaluation criteria in *Section V.1. Criteria*. The text options give a broad overview of what the project description should include while the evaluation criteria identify the measures that will be used to evaluate applications.

Table of Contents

List the contents of the application including corresponding page numbers. The table of contents must be single spaced and will be counted against the total page limitations.

Project Summary/Abstract

Provide a summary of the application's project description. The summary must be clear, accurate, concise, and without reference to other parts of the application. The abstract must include a brief description of the proposed grant project including the needs to be addressed, the proposed services, and the population group(s) to be served.

Please place the following at the top of the abstract:

- Project Title
- Applicant Name
- Address
- Contact Phone Numbers (Voice, Fax)
- E-Mail Address
- Web Site Address, if applicable

The project abstract must be single-spaced, in Times New Roman 12-point font, and limited to one page in length. Additional pages will be removed and will not be reviewed.

Objectives And Need For Assistance

Clearly identify the physical, economic, social, financial, institutional, and/or other problem(s) requiring a solution. The need for assistance including the nature and scope of the problem must be demonstrated, and the principal and subordinate objectives of the project must be clearly and concisely stated; supporting documentation, such as letters of support and testimonials from concerned interests other than the applicant, may be included. Any relevant data based on planning studies should be included or referred to in the endnotes/footnotes. Incorporate demographic data and participant/beneficiary information, as well as data describing the needs of the target population and the proposed service area as needed. When appropriate, a literature review should be used to support the objectives and needs described in this section.

Expected Outcomes

Identify the outcomes to be derived from the project. Outcomes should relate to the overall goals of the project as described in *Section I. Program Description*. If research is part of the proposed work, outcomes must include hypothesized results and implications of the proposed research.

Approach

Outline a plan of action that describes the scope and detail of how the proposed project will be accomplished. Applicants must account for all functions or activities identified in the application. Describe any design or technological innovations, reductions in cost or time, or extraordinary social and/or community involvement in the project. Provide a list of

organizations, cooperating entities, consultants, or other key individuals that will work on the project, along with a short description of the nature of their effort or contribution.

Cite potential obstacles and challenges to accomplishing project goals and explain strategies that will be used to address these challenges.

The applicant must address the goals and objectives in a way that is responsive to the purposes of the FOA and present a clear description of the proposed project, as described in *Section I. Program Description, PROJECT REQUIREMENTS.*

Outreach and Engagement
The applicant must describe their plans for outreach and engagement. Please see *Section I. Program Description, PROJECT REQUIREMENTS, Outreach and Engagement*.

Program Strategies and Activities

Applicants must propose and justify a detailed plan to implement each of the following five program strategies and activities.

1. University Partnership Projects
Applicants must describe the steps they will take to identify and select their university partners and propose strategies for helping selected university projects further specialize their curricula to effectively prepare students for work in public child welfare agencies. Required assurances and evidence of compliance for stipend recipients can be found at Section 426(c) of the Act requires assurances (and subsequent evidence of compliance after traineeship completion). For more information on these assurances please see *Section IV.2 Content and Form Application Submissions, Required Forms, Assurances, and Certifications*.

The applicant must describe how they will accomplish the activities listed in *Section I. Program Description, PROJECT REQUIREMENTS, Program Strategies and Activities, (1) University Partnership Projects.*

2. Organizational Interventions to Improve the Workforce Recruitment and Retention
Applicants must discuss how they will develop and implement organizational interventions to improve the workforce recruitment and retention.

Applicants should describe the process for how they will accomplish the activities listed in *Section I. Program Description, PROJECT REQUIREMENTS, Program Strategies and Activities, (2) Organizational Interventions to Improve the Workforce Recruitment and Retention.*

3. Leadership Training Across the Child Welfare Career Spectrum
Applicants should provide a detailed plan as to how they will enhance or build upon the previously developed LAMM, LAS, and LADD training.

Applicants should describe the process for how they will accomplish the activities listed in *Section I. Program Description, PROJECT REQUIREMENTS, Program Strategies and Activities, (3) Leadership Training Across the Child Welfare Career Spectrum.*

4. Cross System Approach to Improve Worker and Child Outcomes
Applicants should describe steps that will be taken to implement a Cross System Approach to improve worker and child outcomes.

Applicants should describe the process for how they will accomplish the activities listed in *Section I. Program Description, PROJECT REQUIREMENTS, Program Strategies and Activities, (4) Cross System Approach to Improve Worker and Child Outcomes.*

5. Knowledge Development and Management
Applicants should describe the process for how they will accomplish the activities listed in *Section I. Program Description, PROJECT REQUIREMENTS, Program Strategies and Activities (5) Knowledge Development and Management.*

Work Plan

Applicants should provide a detailed proposal design that includes action items specific to the particular processes and activities they propose. Applicants must propose appropriate timelines for planning and implementation specific to each of the major activity areas. Applicants that propose alternative planning and implementation timelines must provide sufficient rationale to support the feasibility of these plans. Applicants should explain how their approaches will ensure that all of the program requirements are completed in the project period. Applicants are also expected to describe the processes that will be used during their planning activities to revise their implementation plans and address anticipated implementation, logistical, and administrative issues.

Project Timeline and Milestones

Provide quantitative monthly or quarterly projections of the accomplishments to be achieved for each function, or activity, in such terms as the number of people to be served and the number of activities accomplished. Data may be organized and presented as project tasks and subtasks with their corresponding timelines during the project period. For example, each project task could be assigned to a row in the first column of a grid. Then, a unit of time could be assigned to each subsequent column, beginning with the first unit (i.e., week, month, quarter) of the project and ending with the last. Shading, arrows, or other markings could be used across the applicable grid boxes or cells, representing units of time, to indicate the approximate duration and/or frequency of each task and its start and end dates within the project period.

When accomplishments cannot be quantified by activity or function, list them in chronological order to show the schedule of accomplishments and their target dates.

Program Performance Evaluation Plan

Applicants must describe the plan for the program performance evaluation that will contribute

to continuous quality improvement. The program performance evaluation should monitor ongoing processes and the progress towards the goals and objectives of the project. Include descriptions of the inputs (e.g., organizational profile, collaborative partners, key staff, budget, and other resources), key processes, and expected outcomes of the funded activities. The plan may be supported by a logic model and must explain how the inputs, processes and outcomes will be measured, and how the resulting information will be used to inform improvement of funded activities.

Applicants must describe the systems and processes that will support the organization's performance management requirements through effective tracking of performance outcomes, including a description of how the organization will collect and manage data (e.g. assigned skilled staff, data management software) in a way that allows for accurate and timely reporting of performance outcomes. Applicants must describe any potential obstacles for implementing the program performance evaluation and how those obstacles will be addressed.

Applicants must describe how their proposed NCWWI will carry out the evaluation requirements as described in *Section I. Program Description, PROJECT REQUIREMENTS, Evaluation, Program Performance Evaluation Plan.*

Applicants must describe the plan for rigorous evaluation guided by a logic model. The plan must:

- assess processes and progress towards the goals and objectives of each project strategy, and whether the project is having the expected effects and impacts;
- specify expected outcomes and any research questions;
- discuss how the results of this evaluation will provide greater understanding and improvement of the funded activities; and
- include a valid and reliable measurement plan and sound methodological design.

The applicant must:

- articulate the proposed rigorous evaluation methods, measurement, data collection, data management system, timeline for activities, plan for securing Institutional Review Board (IRB) review, if applicable, and ongoing analysis for the project activities;
- describe any potential obstacles foreseen in implementation of the planned evaluation and how those obstacles will be addressed; and
- identify the evaluator, cost of the evaluation, and the source of funds. If the applicant does not have the in-house capacity to conduct an objective, comprehensive evaluation, then the applicant will subcontract with an institution of higher education or a third-party evaluator specializing in social sciences research and evaluation to conduct the evaluation. In either case, it is important that the evaluators have the necessary independence from the project to assure objectivity. A skilled evaluator can help develop a logic model and assist in designing an evaluation strategy that is rigorous and appropriate given the goals and objectives of the proposed project. Evidence of the evaluators qualifications to undertake the proposed work should be provided.

Logic Model

Applicants must submit a logic model for designing and managing their project. A logic model is a one-page diagram that presents the conceptual framework for a proposed project and explains the links among program elements. While there are many versions of logic models, for the purposes of this announcement the logic model should summarize the connections between the:

- Goals of the project (e.g., objectives, reasons for proposing the interventions, if applicable);
- Assumptions (e.g., beliefs about how the program will work and its supporting resources. Assumptions should be based on research, best practices, and experience);
- Inputs (e.g., organizational profile, collaborative partners, key staff, budget);
- Target population (e.g., the individuals to be served);
- Activities (e.g., approach, listing key intervention, if applicable);
- Outputs (i.e., the direct products or deliverables of program activities); and
- Outcomes (i.e., the results of a program, typically describing a change in people or systems).

Project Sustainability Plan

Applicants must propose a plan for project sustainability after the period of federal funding ends. Grantees are expected to sustain key elements of their grant projects, e.g., strategies or services and interventions, which have been effective in improving practices and those that have led to improved outcomes for children and families.

Describe the approach to project sustainment that will be most effective and feasible. Describe the key individuals and/or organizations whose support will be required in order to sustain program activities. Describe the types of alternative support that will be required to sustain the planned program. If the proposed project involves key project partners, describe how their cooperation and/or collaboration will be maintained after the end of federal funding.

Organizational Capacity
Provide the following information on the applicant organization and, if applicable, on any cooperating partners:

- Organizational charts;
- Resumes (no more than two single-spaced pages in length);
- Biographical Sketches (short narrative description);
- Copy or description of the applicant organization's fiscal control and accountability procedures;
- Evidence that the applicant organization, and any partnering organizations, have relevant experience and expertise with administration, development, implementation, management, and evaluation of programs similar to that offered under this announcement;
- Evidence that each participating organization, including partners and/or subcontractors, possess the organizational capability to fulfill their role(s) and function(s) effectively;

Protection of Sensitive and/or Confidential Information

If any confidential or sensitive information will be collected during the course of the project,

whether from staff (e.g., background investigations) or project participants and/or project beneficiaries, provide a description of the methods that will be used to ensure that confidential and/or sensitive information is properly handled and safeguarded. Also provide a plan for the disposition of such information at the end of the project period.

Dissemination Plan

Applicants must propose a plan to disseminate reports, products, and/or grant project outputs so that project information is provided to key target audiences. Dissemination plans must include:

- Dissemination goals and objectives;
- Strategies to identify and engage with target audiences;
- Allocation of sufficient staff time and budget for dissemination purposes;
- A preliminary plan to evaluate the extent to which target audiences have received project information and have used it as intended.

Third-Party Agreements

Third-party agreements include Memoranda of Understanding (MOU) and Letters of Commitment. General letters of support are **not** considered to be third-party agreements. Third-party agreements must clearly describe the project activities and support to which the third party is committing. Third-party agreements must be signed by the person in the third-party organization with the authority to make such commitments on behalf of their organization.

Collaboration/consortia applicants must provide letters of commitment or MOU identifying the primary applicant that is responsible for administering the grant. The primary applicant must provide documentation of the commitments made by partnering organizations and describe in detail their roles and responsibilities as partners in the collaboration/consortia.

Plan for Oversight of Federal Award Funds

Provide a plan describing how oversight of federal funds will be ensured and how grant activities and partner(s) will adhere to applicable federal and programmatic regulations. Applicants must identify staff that will be responsible for maintaining oversight of program activities, staff, and partner(s). Applicants must describe procedures and policies used to oversee staff and/or partners/contractors.

Describe organizational records systems that relate financial data to performance data by identifying the source and application of federal funds so that they demonstrate effective control over and accountability for funds, compare outlays with budget amounts, and provide accounting records supported by source documentation.

The Project Budget and Budget Justification

All applicants are required to submit a project budget and budget justification with their application. The project budget is entered on the Budget Information Standard Form, either SF-424A or SF-424C, according to the directions provided with the SFs. The budget justification consists of a budget narrative and a line-item budget detail that includes detailed calculations for "object class categories" identified on the Budget Information Standard Form. Applicants must indicate the method they are selecting for their indirect cost rate. See Indirect Charges for

further information.

Project budget calculations must include estimation methods, quantities, unit costs, and other similar quantitative detail sufficient for the calculation to be duplicated. If matching or cost sharing is a requirement, applicants must include a detailed listing of any funding sources identified in Block 18 of the SF-424 (Application for Federal Assistance). See the table in *Section IV.2. Required Forms, Assurances, and Certifications* listing the appropriate budget forms to use in this application.

Special Note: *The Consolidated Appropriations Act, 2017, (Division H, Title II, Sec. 202), limits the salary amount that may be awarded and charged to ACF grants and cooperative agreements. Award funds issued under this announcement may not be used to pay the salary of an individual at a rate in excess of Executive Level II. The Executive Level II salary of the "Rates of Pay for the Executive Schedule" is $187,000. This amount reflects an individual's base salary exclusive of fringe benefits and any income that an individual may be permitted to earn outside of the duties of the applicant organization. This salary limitation also applies to subawards and subcontracts under an ACF grant or cooperative agreement.*

Provide a budget using the 424A and/or 424C, as applicable, for each year of the proposed project. Provide a budget justification, which includes a budget narrative and a line-item detail, for the first year of the proposed project. The budget narrative should describe how the categorical costs are derived. Discuss the necessity, reasonableness, and allocation of the proposed costs.

Applicants must allocate sufficient funds in the budget to support required travel for the annual face-to-face meeting with the FPO. Applicants must allocate and justify an adequate portion of the total grant award to satisfactorily address the evaluation requirements of this FOA.

General

Use the following guidelines for preparing the budget and budget justification. Both federal and non-federal resources (when required) shall be detailed and justified in the budget and budget narrative justification. "Federal resources" refers only to the ACF grant funds for which you are applying. "Non-federal resources" are all other non-ACF federal and non-federal resources. It is suggested that budget amounts and computations be presented in a columnar format: first column, object class categories; second column, federal budget; next column(s), non-federal budget(s); and last column, total budget. The budget justification should be in a narrative form.

Personnel

Description: Costs of employee salaries and wages.

Justification: Identify the project director or principal investigator, if known at the time of application. For each staff person provide: the title; time commitment to the project in months; time commitment to the project as a percentage or full-time equivalent: annual salary; grant salary; wage rates; etc. Do not include the costs of consultants, personnel costs of delegate agencies, or of specific project(s) and/or businesses to be financed by the applicant. Contractors

and consultants should not be placed under this category.

Fringe Benefits

Description: Costs of employee fringe benefits unless treated as part of an approved indirect cost rate.

Justification: Provide a breakdown of the amounts and percentages that comprise fringe benefit costs such as health insurance, Federal Insurance Contributions Act (FICA) taxes, retirement insurance, and taxes.

Travel

Description: Costs of out-of-state or overnight project-related travel by employees of the applicant organization. Do not include in-state travel or consultant travel.

Justification: For each trip show the total number of traveler(s); travel destination; duration of trip; per diem; mileage allowances, if privately owned vehicles will be used to travel out of town; and other transportation costs and subsistence allowances. If appropriate for this project, travel costs for key project staff to attend ACF-sponsored workshops/conferences/grantee orientations should be detailed in the budget.

Equipment

Description: "Equipment" means an article of nonexpendable, tangible personal property having a useful life of more than one year per unit and an acquisition cost that equals or exceeds the lesser of: (a) the capitalization level established by the organization for the financial statement purposes, or (b) $5,000. (Note: Acquisition cost means the net invoice unit price of an item of equipment, including the cost of any modifications, attachments, accessories, or auxiliary apparatus necessary to make it usable for the purpose for which it is acquired. Ancillary charges, such as taxes, duty, protective in-transit insurance, freight, and installation, shall be included in or excluded from acquisition cost in accordance with the applicant organization's regular written accounting practices.)

Justification: For each type of equipment requested applicants must provide a description of the equipment; the cost per unit; the number of units; the total cost; and a plan for use of the equipment in the project; as well as a plan for the use, and/or disposal of, the equipment after the project ends. An applicant organization that uses its own definition for equipment should provide a copy of its policy, or section of its policy, that includes the equipment definition.

Supplies

Description: Costs of all tangible personal property other than that included under the Equipment category. This includes office and other consumable supplies with a per-unit cost of less than $5,000.

Justification: Specify general categories of supplies and their costs. Show computations and provide other information that supports the amount requested.

Contractual

Description: Costs of all contracts for services and goods except for those that belong under

other categories such as equipment, supplies, construction, etc. Include third-party evaluation contracts, if applicable, and contracts with secondary recipient organizations (with budget detail), including delegate agencies and specific project(s) and/or businesses to be financed by the applicant. This area is not for individual consultants.

Justification: Demonstrate that all procurement transactions will be conducted in a manner to provide, to the maximum extent practical, open, and free competition. Recipients and subrecipients are required to use 45 CFR 75.328 procedures and must justify any anticipated procurement action that is expected to be awarded without competition and exceeds the simplified acquisition threshold fixed by 41 U.S.C. § 134, as amended by 2 CFR Part 200.88, and currently set at $150,000. Recipients may be required to make pre-award review and procurement documents, such as requests for proposals or invitations for bids, independent cost estimates, etc., available to ACF.

Note: Whenever the applicant intends to delegate part of the project to another agency, the applicant must provide a detailed budget and budget narrative for each contractor/sub-contractor, by agency title, along with the same supporting information referred to in these instructions. If the applicant plans to select the contractors/sub-contractors post-award and a detailed budget is not available at the time of application, the applicant must provide information on the nature of the work to be delegated, the estimated costs, and the process for selecting the delegate agency.

Other

Description: Enter the total of all other costs. Such costs, where applicable and appropriate, may include but are not limited to: consultant costs, local travel; insurance; food (when allowable); medical and dental costs (noncontractual); professional services costs (including audit charges); space and equipment rentals; printing and publication; computer use; training costs, such as tuition and stipends; staff development costs; and administrative costs.

Justification: Provide computations, a narrative description, and a justification for each cost under this category.

Indirect Charges

Description: Total amount of indirect costs. This category has one of two methods that an applicant can select. An applicant may only select one.

1) The applicant currently has an indirect cost rate approved by the Department of Health and Human Services (HHS) or another cognizant federal agency.

Note: An applicant must enclose a copy of the current approved rate agreement. If the applicant is requesting a rate that is less than what is allowed under the program, the authorized representative of the applicant organization must submit a signed acknowledgement that the applicant is accepting a lower rate than allowed.

2) Per 45 CFR § 75.414(f) Indirect (F&A) costs, "any non-Federal entity [i.e., applicant]

that has never received a negotiated indirect costs rate, … may elect to charge a de minimis rate of 10% of modified total direct costs (MTDC) which may be used indefinitely. As described in § 75.403, costs must be consistently charged as either indirect or direct costs, but may not be double charged or inconsistently charged as both. If chosen, this methodology once elected must be used consistently for all Federal awards until such time as a non-Federal entity chooses to negotiate for a rate, which the non-Federal entity may apply to do at any time."

Justification: This method only applies to applicants that have never received an approved negotiated indirect cost rate from HHS or another cognizant federal agency. Applicants awaiting approval of their indirect cost proposal may request the 10 percent de minimis rate. When the applicant chooses this method, costs included in the indirect cost pool must not be charged as direct costs to the grant.

Commitment of Non-Federal Resources

Description: Amounts of non-federal resources that will be used to support the project as identified in Block 18 of the SF-424.

For all federal awards, any shared costs or matching funds and all contributions, including cash and third-party in-kind contributions, must be accepted as part of the recipient's cost sharing or matching when such contributions meet all of the criteria listed in 45 CFR § 75.306.

For awards that require matching by statute, recipients will be held accountable for projected commitments of non-federal resources in their application budgets and budget justifications by budget period, or by project period for fully funded awards, even if the projected commitment exceeds the amount required by the statutory match. **A recipient's failure to provide the statutorily required matching amount may result in the disallowance of federal funds. Recipients will be required to report these funds in the Federal Financial Reports.**

For awards that do not require matching or cost sharing by statute, where "cost sharing" refers to any situation in which the recipient voluntarily shares in the costs of a project other than as statutorily required matching, recipients will be held accountable for projected commitments of non-federal resources in their application budgets and budget justifications by budget period, or by project period for fully funded awards . These include situations in which contributions are voluntarily proposed by an applicant and are accepted by ACF. Non-federal cost sharing will be included in the approved project budget so that the applicant will be held accountable for proposed non-federal cost-sharing funds as shown in the Notice of Award (NOA). **A recipient's failure to provide voluntary cost sharing of non-federal resources that have been accepted by ACF as part of the approved project costs and that have been shown as part of the approved project budget in the NOA, may result in the disallowance of federal funds. Recipients will be required to report these funds in the Federal Financial Reports.**

Justification: If an applicant is relying on match from a third party, then a firm commitment of

these resources (letter(s) or other documentation) is required to be submitted with the application. Detailed budget information must be provided for every funding source identified in Item18. "Estimated Funding ($)" on the SF-424.

Applicants are required to fully identify and document in their applications the specific costs or contributions they propose in order to meet a matching requirement. Applicants are also required to provide documentation in their applications on the sources of funding or contribution(s). In-kind contributions must be accompanied by a justification of how the stated valuation was determined. Matching or cost sharing must be documented by budget period (or by project period for fully funded awards). **A recipient's failure to provide a statutorily required matching amount may result in the disallowance of federal funds.**

Applications that lack the required supporting documentation will not be disqualified from competitive review; however, it may impact an application's scoring under the evaluation criteria in *Section V.1.* of this announcement.

Paperwork Reduction Disclaimer

As required by the Paperwork Reduction Act of 1995, 44 U.S.C. §§ 3501-3521, the public reporting burden for the Project Description and Budget/Budget Justification is estimated to average 60 hours per response, including the time for reviewing instructions, gathering and maintaining the data needed, and reviewing the collection information. The Project Description and Budget/Budget Justification information collection is approved under OMB control number 0970-0139, expiration date is 01/31/2019. An agency may not conduct or sponsor, and a person is not required to respond to, a collection of information unless it displays a currently valid OMB control number.

Application Submission Options

Electronic Submission via www.Grants.gov
This section provides the application submission and receipt instructions for ACF program applications. Please read the following instructions carefully and completely.

Electronic Delivery
ACF is participating in the Grants.gov initiative to provide the grant community with a single site to find and apply for grant funding opportunities. ACF applicants are required to submit their applications online through Grants.gov.

How to Register and Apply through Grants.gov
Read the following instructions about registering to apply for ACF funds. Applicants should read the registration instructions carefully and prepare the information requested before beginning the registration process. Reviewing and assembling the required information before beginning the registration process will alleviate last-minute searches for required information.

The registration process can take up to four weeks to complete. Therefore, registration should be

done in sufficient time to ensure it does not impact your ability to meet required application submission deadlines.

Organization applicants can find complete instructions here:
https://www.grants.gov/web/grants/applicants/organization-registration.html

Obtain a DUNS Number: All entities applying for funding, including renewal funding, must have a Data Universal Numbering System (DUNS) number from Dun & Bradstreet (D&B). Applicants must enter the DUNS number in the data entry field labeled "Organizations DUNS" on the SF-424 form.

For more detailed instructions for obtaining a DUNS number, refer to:
https://www.grants.gov/web/grants/applicants/organization-registration/step-1-obtain-duns-number.html

Register with SAM: In addition to having a DUNS number, organizations applying online through Grants.gov must register with the System for Award Management (SAM). All organizations must register with SAM in order to apply online. Failure to register with SAM will prevent your organization from applying through Grants.gov.

For more detailed instructions for registering with SAM, refer to:
https://www.grants.gov/web/grants/applicants/organization-registration/step-2-register-with-sam.html

Create a Grants.gov Account: The next step in the registration process is to create an account with Grants.gov. Applicants must know their organization's DUNS number to complete this process. Completing this process automatically triggers an email request for applicant roles to the organization's E-Business Point of Contact (EBiz POC) for review. The EBiz POC is a representative from your organization who is the contact listed for SAM. To apply for grants on behalf of your organization, you will need the AOR role.

For more detailed instructions about creating a profile on Grants.gov, refer to:
https://www.grants.gov/web/grants/applicants/registration.html

Authorize Grants.gov Roles: After creating an account on Grants.gov, the EBiz POC receives an email notifying them of your registration and request for roles. The EBiz POC will then log in to Grants.gov and authorize the appropriate roles, which may include the AOR role, thereby giving you permission to complete and submit applications on behalf of your organization. You will be able to submit your application online any time after you have been approved as an AOR.

For more detailed instructions about creating a profile on Grants.gov. refer to:
https://www.grants.gov/web/grants/applicants/registration/authorize-roles.html

Track Role Status: To track your role request, refer to:

When applications are submitted through Grants.gov, the name of the organization's AOR that submitted the application is inserted into the signature line of the application, serving as the electronic signature. The EBiz POC must authorize individuals who are able to make legally binding commitment on behalf of the organization as an AOR; this step is often missed and it is crucial for valid and timely submissions.

How to Submit an Application to ACF via Grants.gov
Grants.gov applicants can apply online using Workspace. Workspace is a shared, online environment where members of a grant team may simultaneously access and edit different webforms within an application. For each FOA, you can create individual instances of a workspace.

The following is an overview of applying via Grants.gov. For access to complete instructions on how to apply for opportunities, refer to: https://www.grants.gov/web/grants/applicants/apply-for-grants.html

    *Create a Workspace***:** Creating a workspace allows you to complete an application online and route it through your organization for review before submitting.

    *Complete a Workspace***:** Add participants to the workspace, complete all the required forms, and check for errors before submission.

        *Adobe Reader***:** If you decide not to apply by filling out webforms you can download individual PDF forms in Workspace so that they will appear similar to other Standard or ACF forms. The individual PDF forms can be downloaded and saved to your local device storage, network drive(s), or external drive(s), then accessed through Adobe Reader.

        NOTE: Visit the Adobe Software Compatibility page on Grants.gov to download the appropriate version of the software at:
        https://www.grants.gov/web/grants/applicants/adobe-software-compatibility.html

        *Mandatory Fields in Forms***:** In the forms, you will note fields marked with an asterisk and a different background color. These fields are mandatory fields that must be completed to successfully submit your application.

        *Complete SF-424 Fields First***:** The forms are designed to fill in common required fields across other forms, such as the applicant name, address, and DUNS number. To trigger this feature, an applicant must complete the SF-424 information first. Once it is completed, the information will transfer to the other forms.

    *Submit a Workspace***:** An application may be submitted through workspace by clicking the Sign and Submit button on the Manage Workspace page, under the Forms tab. Grants.gov recommends submitting your application **at least 24-48 hours prior to the close date** to provide you with time to correct any potential technical issues that may disrupt the

application submission.

Track a Workspace: After successfully submitting a workspace package, a Grants.gov Tracking Number (GRANTXXXXXXXX) is automatically assigned to the package. The number will be listed on the Confirmation page that is generated after submission.

For additional training resources, including video tutorials, refer to: https://www.grants.gov/web/grants/applicants/applicant-training.html

Grants.gov provides applicants 24/7 support via the toll-free number 1-800-518-4726 and email at support@grants.gov. For questions related to the specific grant opportunity, contact the number listed in the application package of the grant you are applying for.

If you are experiencing difficulties with your submission, it is best to call the Grants.gov Support Center and get a ticket number. The Support Center ticket number will assist ACF with tracking your issue and understanding background information on the issue.

Timely Receipt Requirements and Proof of Timely Submission
All applications must be received by 11:59 p.m., ET, on the due date established for each program. Proof of timely submission is automatically recorded by Grants.gov. An electronic date/time stamp is generated within the system when the application is successfully received by Grants.gov. The applicant AOR will receive an acknowledgement of receipt and a tracking number (GRANTXXXXXXXX) from Grants.gov with the successful transmission of their application. Applicant AORs will also receive the official date/stamp and Grants.gov Tracking number in an email serving as proof of their timely submission.

When ACF successfully retrieves the application from Grants.gov, and acknowledges the download of submission, Grants.gov will provide an electronic acknowledgment of receipt of the application to the email address of the applicant with the AOR role. Again, proof of timely submission shall be the official date and time that Grants.gov receives your application. Applications received by Grants.gov after the established due date for the program will be considered late and will not be considered for funding by ACF.

Applicants with slow internet, such as dial-up connections, should be aware that transmission can take some time before Grants.gov receives your application. Again, Grants.gov will provide either an error or a successfully received transmission in the form of an email sent to the applicant with the AOR role. The Grants.gov Support Center reports that some applicants end the transmission because they think that nothing is occurring during the transmission process. Please be patient and give the system time to process the application.

Issues with Federal Systems
For any systems issues experienced with Grants.gov or SAM.gov, please refer to ACF's "Policy for Applicants Experiencing Federal Systems Issues" document for complete guidance at www.acf.hhs.gov /sites/default/files/assets/systems_issue_policy_final.pdf.

Request an Exemption from Required Electronic Application Submission

To request an exemption from required electronic submission please refer to ACF's "Policy for Requesting an Exemption from Required Electronic Application Submission" document for complete guidance at:
https://www.acf.hhs.gov/sites/default/files/assets/acf_policy_for_requesting_an_exemption_from__required_electronic.pdf.

Paper Format Application Submission
An exemption is required for the submission of paper applications. See the preceding section on "*Request an Exemption from Required Electronic Application Submission.*"

Applicants with exemptions that submit their applications in paper format, by mail or delivery, must submit one original and two copies of the complete application with all attachments. The original and each of the two copies must include all required forms, certifications, assurances, and appendices, be signed by the AOR, and be unbound. The original copy of the application must have original signature(s). See *Section IV.7.* of this announcement for address information for paper format application submissions. Applications submitted in paper format must be received by 4:30 p.m., ET, on the due date.

Applicants may refer to *Section VIII. Other Information* for a checklist of application requirements that may be used in developing and organizing application materials. Details concerning acknowledgment of received applications are available in *Section IV.4. Submission Dates and Times* in this announcement.

IV.3. Unique Entity Identifier and System for Award Management (SAM)

All applicants must have a DUNS Number (http://fedgov.dnb.com/webform) and an active registration with the System for Award Management (SAM.gov/SAM, https://www.sam.gov).

Obtaining a DUNS Number may take 1 to 2 days.

All applicants are required to maintain an active SAM registration until the application process is complete. If a grant is awarded, registration at SAM must be active throughout the life of the award.

Plan ahead. Allow at least 10 business days after you submit your registration for it to become active in SAM and at least an additional 24 hours before that registration information is available in other government systems, i.e. Grants.gov.

This action should allow you time to resolve any issues that may arise. Failure to comply with these requirements may result in your inability to submit your application through Grants.gov or prevent the award of a grant. Applicants should maintain documentation (with dates) of your efforts to register for, or renew a registration, at SAM. User Guides are available under the "Help" tab at https://www.sam.gov.

HHS requires all entities that plan to apply for, and ultimately receive, federal grant funds from any HHS Agency, or receive subawards directly from recipients of those grant funds to:

- Be registered in the SAM prior to submitting an application or plan;
- Maintain an active SAM registration with current information at all times during which it has an active award or an application or plan under consideration by an OPDIV; and
- Provide its active DUNS number in each application or plan it submits to the OPDIV.

ACF is prohibited from making an award until an applicant has complied with these requirements. At the time an award is ready to be made, if the intended recipient has not complied with these requirements, ACF:

- May determine that the applicant is not qualified to receive an award; and
- May use that determination as a basis for making an award to another applicant.

IV.4. Submission Dates and Times

Due Dates for Applications
Due Date for Applications: **05/23/2018**

Explanation of Due Dates

The due date for receipt of applications is listed in the *Overview* section and in this section. See *Section III.3. Other, Application Disqualification Factors*.

Electronic Applications
The deadline for submission of electronic applications via www.Grants.gov is 11:59 p.m., ET, on the due date. Electronic applications submitted at 12:00 a.m., ET, on the day after the due date will be considered late and will be disqualified from competitive review and from funding under this announcement.

Applicants are required to submit their applications electronically via www.Grants.gov unless they received an exemption through the process described in *Section IV.2. Request an Exemption from Required Electronic Application Submission.*

ACF does not accommodate transmission of applications by email or facsimile.

Instructions for electronic submission via www.Grants.gov are available at: www.grants.gov/web/grants/applicants/apply-for-grants.html.

Applications submitted to www.Grants.gov at any time during the open application period prior to the due date and time that fail the Grants.gov validation check will not be received at ACF. These applications will not be acknowledged.

Mailed Paper Format Applications

The deadline for receipt of mailed, paper applications is 4:30 p.m., ET, on the due date. Mailed paper applications received after the due date and deadline time will be considered late and will be disqualified from competitive review and from funding under this announcement.

Paper format application submissions will be disqualified if the applicant organization has not received an exemption through the process described in *Section IV.2. Request an Exemption from Required Electronic Application Submission*.

Hand-Delivered Paper Format Applications
Applications that are hand-delivered by applicants, applicant couriers, by overnight/express mail couriers, or other representatives of the applicant must be received on, or before, the due date listed in the *Overview* and in this section. These applications must be delivered between the hours of 8:00 a.m. and 4:30 p.m., ET, Monday through Friday (excluding federal holidays). Applications should be delivered to the address provided in *Section IV.7.Other Submission Requirements*.

Hand-delivered paper applications received after the due date and deadline time will be considered late and will be disqualified from competitive review and from funding under this announcement.

Hand-delivered paper format application submissions will be disqualified if the applicant organization has not received an exemption through the process described in *Section IV.2. Request an Exemption from Required Electronic Application Submission*.

No appeals will be considered for applications classified as late under the following circumstances:

- Applications submitted electronically via www.Grants.gov are considered late when they are dated and time-stamped after the deadline of 11:59 p.m., ET, on the due date.
- Paper format applications received by mail or hand-delivery after 4:30 p.m., ET, on the due date will be classified as late and will be disqualified.
- Paper format applications received from applicant organizations that were not approved for an exemption from required electronic application submission under the process described in *Section IV.2. Request an Exemption from Required Electronic Submission* will be disqualified.

Emergency Extensions
ACF may extend an application due date when circumstances make it impossible for an applicant to submit their applications on time. Only events such as documented natural disasters (floods, hurricanes, tornados, etc.), or a verifiable widespread disruption of electrical service, or mail service, will be considered. The determination to extend or waive the due date, and/or receipt time, requirements in an emergency situation rests with the Grants Management Officer listed as the Office of Grants Management Contact in *Section VII. HHS Awarding Agency Contact(s)*.

Acknowledgement from www.Grants.gov

Applicants will receive an initial email upon submission of their application to www.Grants.gov. This email will provide a **Grants.gov Tracking Number**. Applicants should refer to this tracking number in all communication with Grants.gov. The email will also provide a **date and time stamp**, which serves as the official record of application's submission**.** Receipt of this email does not indicate that the application is accepted or that is has passed the validation check.

Applicants will also receive an email acknowledging that the received application is in the **Grants.gov validation process**, after which a third email is sent with the information that the submitted application package has passed, or failed, the series of checks and validations. Applications that are submitted on time that fail the validation check will not be transmitted to ACF and will not be acknowledged by ACF.

See "What to Expect After Submitting" at www.Grants.gov for more information.

Acknowledgement from ACF of an electronic application's submission:
Applicants will be sent additional email(s) from ACF acknowledging that the application has been retrieved from www.Grants.gov by ACF. Receipt of these emails is not an indication that the application is accepted for competition.

Acknowledgement from ACF of receipt of a paper format application:
ACF will not provide acknowledgement of receipt of hard copy application packages submitted via mail or courier services.

IV.5. Intergovernmental Review

This program is not subject to Executive Order (E.O.) 12372, "Intergovernmental Review of Federal Programs," or 45 CFR Part 100, "Intergovernmental Review of Department of Health and Human Services Programs and Activities." No action is required of applicants under this announcement with regard to E.O. 12372.

IV.6. Funding Restrictions

Costs of organized fund raising, including financial campaigns, endowment drives, solicitation of gifts and bequests, and similar expenses incurred to raise capital or obtain contributions are unallowable. Fund raising costs for the purposes of meeting the Federal program objectives are allowable with prior written approval from the Federal awarding agency. (45 CFR §75.442)

Proposal costs are the costs of preparing bids, proposals, or applications on potential Federal and non-Federal awards or projects, including the development of data necessary to support the non-Federal entity's bids or proposals. Proposal costs of the current accounting period of both successful and unsuccessful bids and proposals normally should be treated as indirect (F&A) costs and allocated currently to all activities of the non-Federal entity. No proposal costs of past accounting periods will be allocable to the current period. (45 CFR §75.460)

Grant awards will not allow reimbursement of pre-award costs.

Construction is not an allowable activity or expenditure under this grant award.

Purchase of real property is not an allowable activity or expenditure under this grant award.

IV.7. Other Submission Requirements

Submit paper applications to one of the following addresses. Also see *ACF Policy on Requesting an Exemption from Required Electronic Application Submission at www.acf.hhs.gov/grants/howto#chapter-6*.

Submission By Mail

CB Operations Center
C/O LCG, Inc.
1400 Key Blvd., Suite 900
Arlington, VA 22209

Hand Delivery

CB Operations Center
C/O LCG, Inc.
1400 Key Blvd., Suite 900
Arlington, VA 22209

Electronic Submission

See *Section IV.2.* for application requirements and for guidance when submitting applications electronically via www.Grants.gov.

For all submissions, see *Section IV.4. Submission Dates and Times*.

V. Application Review Information

V.1. Criteria

Please note: With the exception of the funding opportunity announcement and relevant statutes and regulations, reviewers will not access, or review, any materials that are not part of the application documents. This includes information accessible on websites via hyperlinks that are referenced, or embedded, in the application. Though an application may include web links, or embedded hyperlinks, reviewers will not review this information as it is not considered to be part of the application documents. Nor will the information on websites be taken into consideration in scoring of evaluation criteria presented in this section. Reviewers will evaluate and score an application based on the documents that are presented in the application and **will not** refer to, or access, external links during the objective review.

Applications competing for financial assistance will be reviewed and evaluated using the criteria described in this section. The corresponding point values indicate the relative importance placed on each review criterion. Points will be allocated based on the extent to

which the application proposal addresses each of the criteria listed. Applicants should address these criteria in their application materials, particularly in the project description and budget justification, as they are the basis upon which competing applications will be judged during the objective review. The required elements of the project description and budget justification may be found in *Section IV.2* of this announcement.

Objectives and Need for Assistance	Maximum Points:10

In reviewing the objectives and need for assistance, reviewers will consider the extent to which:

1. The applicant demonstrates an understanding of the goals and objectives of the FOA.
2. The applicant presents a clear, concise, and appropriate vision for the role of the national center of excellence, the NCWWI, in the field of public child welfare and the larger array of initiatives aimed at strengthening the child welfare workforce and promoting sustainable systems change.
3. The applicant presents a clear description of the proposed project, including a clear statement of the goals (i.e., the intended end products of the project) and objectives (i.e., measurable steps for reaching these goals) of the proposed project.
4. The applicant proposes a strategy to engage the target population of public and tribal child welfare agencies to participate in NCWWI activities.
5. The applicant identifies critical workforce challenges and leadership issues in the field of child welfare and demonstrates a thorough understanding of them, citing sufficient and appropriate research, literature, and/or other evidence to support its information.
6. The applicant demonstrates a thorough understanding of the need for agencies to develop and implement child welfare workforce development programs for the target population specified in this FOA and the need for these programs to be linked to continuous quality improvement as a means of improving child and family outcomes.
7. The applicant demonstrates an understanding of the need and describes a clear plan to coordinate with other relevant workforce initiatives and collaborate with CB staff and representatives from CB's workforce projects, tribes, and the Child Welfare Capacity Building Collaborative to maximize promising and evidence-informed practices within the program.

Approach	Maximum Points:45

In reviewing the approach, reviewers will consider the extent to which:

1. The applicant proposes a sound technical approach for the proposed project.
2. The applicant provides a clear and reasonable timeline and sound and detailed plan for implementing the proposed project components, including major milestones and target dates for the following key strategies:
    o University Partnership Projects
    o Organizational Interventions to Improve the Workforce Recruitment and Retention
    o Leadership Training Across the Child Welfare Career Spectrum
    o Cross System Approach to Improve Worker and Child Outcomes
    o Knowledge Development and Management
3. A well-defined logic model guides the proposed project. The logic model demonstrates

strong links between proposed inputs and activities and intended short and long-term outcomes.

4. The applicant demonstrates that the proposed project would increase capacity to improve processes, practices, and outcomes related to child welfare agencies' ability to recruit and retain staff and operate more efficiently and effectively.

5. The proposed services would involve the collaboration of appropriate partners for maximizing the effectiveness of service delivery. There are third party agreements (letters of commitment or memoranda of understanding) from organizations, agencies, and consultants that will be partners, subcontractors, or collaborators in the proposed project. These documents describe the role of the agency, organization, or consultant, and detail specific tasks to be performed.

6. The applicant demonstrates that the proposed activities, strategies, and evidence supported and/or emerging (evidence-informed) practices to be implemented would be culturally responsive to the target population.

7. The design of the proposed project reflects up-to-date knowledge from the research and literature on known effective practices and builds on current theory, research, evaluation data, and best practices. The project is innovative and would contribute to increased knowledge or understanding of the problems and issues addressed by this FOA. The project is likely to yield findings or results about effective strategies and contribute to and promote evaluation research and evidence-based practices that may be used to guide replication or testing in other settings.

8. The project would develop products and provide information on strategies used and the outcomes achieved that would support evidence-based improvements of practices in the field.

9. The schedule for developing these products is appropriate in scope and budget.

10. The intended audience for product dissemination is appropriate to the goals of the proposed project. The project's products would be useful to the identified audiences; the plan for disseminating information is appropriate; and the mechanisms and forums that would be used to convey the information and support replication by other interested agencies are appropriate. The proposed dissemination plan is appropriate in scope and budget.

11. The proposed project would build agency capacity for continuous workforce development to improve outcomes for the target population.

| Evaluation | Maximum Points:30 |

In reviewing the evaluation plan, reviewers will consider the extent to which:

1. The applicant proposes a clear and convincing plan for evaluating each of the five key program strategies and activities.
2. The methods of evaluation are feasible, comprehensive, and appropriate to the goals, objectives, and context of the project. The evaluation plan is strongly guided by the project's logic model.
3. The evaluation plan is strongly guided by the project's logic model.

4. The methods of evaluation include the use of strong measures that are clearly related to the intended outcomes of the program as identified in the project logic model.
5. The applicant either demonstrates that it has the in-house capacity to conduct an objective and rigorous evaluation of the project or presents a sound plan for contracting with a third-party evaluator. The proposed evaluator has sufficient experience with research and/or evaluation, understands the population of interest, and demonstrates the necessary independence from the project to assure objectivity.
6. The project's evaluation plan assesses the influence of the project on improved agency climate, worker preparation, recruitment, and retention outcomes for agencies, (e.g., reduction in emotional stress and worker burnout, increased length of stay for workers, changes in worker attitude) and their connection to improved child, youth, and family outcomes.
7. The applicant describes the methods to be used to determine the extent to which the project has achieved its stated objectives and the extent to which accomplishments of objectives can be attributed to the project. This includes process and outcome analyses for assessing the success of program strategies and the implementation process, and changes in workforce development practices.
8. The applicant proposes a sound plan for collecting high-quality data on the services provided, the costs of these services, the outcomes of these services, and their cost effectiveness.
9. There is a sound plan for securing informed consent and implementing an IRB review, if applicable.
10. The proposed evaluation plan includes measures of any effects of the project interventions on safety, permanency, well-being and other outcomes of value to the child welfare field.

Organizational Capacity	Maximum Points:10

In reviewing the organizational profiles, reviewers will consider the extent to which:

1. The applicant's organization and any partnering organizations collectively have relevant experience and expertise with administration, development, implementation, management, and evaluation of child welfare programs. Each participating organization (including partners and/or subcontractors) possesses the organizational capability to fulfill its assigned roles and functions effectively.
2. The proposed project director and key project staff demonstrate sufficient relevant child welfare knowledge, experience, and capabilities (e.g., resume) to effectively institute and manage a project of this size, scope, and complexity. The role, responsibilities, and time commitments of each proposed project staff position, including consultants, subcontractors and/or partners, is clearly defined (e.g., job description) and appropriate to the successful implementation of the proposed project.
3. There is a sound management plan for achieving the objectives of the proposed project on time and within budget, including clearly defined responsibilities, timelines, and milestones for accomplishing project tasks and ensuring quality. The plan clearly defines the role and responsibilities of the lead agency. The plan clearly describes the effective management and coordination of activities carried out by any partners, subcontractors, and consultants (if applicable).

4. There would be a mutually beneficial relationship between the proposed project and other work planned, anticipated, or underway with federal assistance by the applicant.

Budget and Budget Justification	Maximum Points:5

In reviewing the budget and budget justification, reviewers will consider the extent to which:

1. The applicant provides a detailed narrative budget justification for each year of the project. The costs of the proposed project are reasonable, in view of the activities to be conducted and expected results and benefits.
2. The applicant provides a budget that includes the costs associated with travel to attend the required annual face to face meeting with the FPO.
3. There is evidence that the applicant's fiscal controls and accounting procedures would ensure prudent use, proper and timely disbursement, and accurate accounting of funds received under this funding opportunity announcement.

V.2. Review and Selection Process

No grant award will be made under this announcement on the basis of an incomplete application. No grant award will be made to an applicant or sub-recipient that does not have a DUNS number (http://fedgov.dnb.com/webform) and an active registration at SAM (www.sam.gov). See *Section IV.3. Unique Entity Identifier and System for Award Management (SAM)*.

Initial ACF Screening
Each application will be screened to determine whether it meets any of the disqualification factors described in *Section III.3.Other, Application Disqualification Factors*.

Disqualified applications are considered to be "non-responsive" and are excluded from the competitive review process. Applicants will be notified of a disqualification determination by email or by USPS postal mail within 30 federal business days from the closing date of this FOA.

Objective Review and Results
Applications competing for financial assistance will be reviewed and evaluated by objective review panels using only the criteria described in *Section V.1. Criteria* of this announcement. Each panel is composed of experts with knowledge and experience in the area under review. Generally, review panels include three reviewers and one chairperson.

Results of the competitive objective review are taken into consideration by ACF in the selection of projects for funding; however, objective review scores and rankings are not binding. Scores and rankings are only one element used in the award decision-making process.

ACF may elect not to fund applicants with management or financial problems that would indicate an inability to successfully complete the proposed project. Applications may be funded

in whole or in part. Successful applicants may be funded at an amount lower than that requested. ACF reserves the right to consider preferences to fund organizations serving emerging, unserved, or under-served populations, including those populations located in pockets of poverty. ACF will also consider the geographic distribution of federal funds in its award decisions.

ACF may refuse funding for projects with what it regards as unreasonably high start-up costs for facilities or equipment, or for projects with unreasonably high operating costs.

Required assurances and evidence of compliance for stipend recipients can be found at Section 426(c) of the Act requires assurances (and subsequent evidence of compliance after traineeship completion). For more information on these assurances, please see *Section IV.2 Content and Form of Application Submissions, Required Forms, Assurances, and Certifications.*

All applicants should note that previous performance will be taken into consideration by ACF.

Federal Awarding Agency Review of Risk Posed by Applicants
As required by 2 CFR Part 200, the Uniform Guidance, effective January 1, 2016, ACF is required to review and consider any information about the applicant that is in the Federal Awardee Performance and Integrity Information System (FAPIIS), www.fapiis.gov/, before making any award in excess of the simplified acquisition threshold (currently $150,000) over the period of performance. An applicant may review and comment on any information about itself that a federal awarding agency has previously entered into FAPIIS. ACF will consider any comments by the applicant, in addition to other information in FAPIIS, in making a judgment about the applicant's integrity, business ethics, and record of performance under federal awards when completing the review of risk posed by applicants as described in 2 CFR § 200.205 Federal Awarding Agency Review of Risk Posed by Applicants (http://www.ecfr.gov/ cgi-bin/text-idx?node=se2.1.200_1205&rgn=div8).

Please refer to *Section IV.2.* of this announcement for information on non-federal reviewers in the review process.

Approved but Unfunded Applications
Applications recommended for approval in the objective review process, but were not selected for award, may receive funding if additional funds become available or may compete for funding during the next review cycle (if one occurs in the next fiscal year). Applications designated as "approved but unfunded" typically cannot be kept in an active status for more than 12 months. For those applications determined as "approved but unfunded," notice will be given of the determination by email.

V.3. Anticipated Announcement and Federal Award Dates

Announcement of awards and the disposition of applications will be provided to applicants at a later date. ACF staff cannot respond to requests for information regarding funding decisions prior to the official applicant notification.

VI. Federal Award Administration Information

VI.1. Federal Award Notices

Successful applicants will be notified through the issuance of a Notice of Award (NoA) that sets forth the amount of funds granted, the terms and conditions of the grant, the effective date of the grant, the budget period for which initial support will be given, the non-federal share to be provided (if applicable), and the total project period for which support is contemplated. The NoA will be signed by the Grants Officer and transmitted via postal mail, email, or by GrantSolutions.gov or the Head Start Enterprise System (HSES), whichever is relevant. Following the finalization of funding decisions, organizations whose applications will not be funded will be notified by letter signed by the cognizant Program Office head. Any other correspondence that announces to a Principal Investigator, or a Project Director, that an application was selected is not an authorization to begin performance.

Project costs that are incurred prior to the receipt of the NoA are at the recipient's risk and may be reimbursed only to the extent that they are considered allowable as approved pre-award costs. Information on allowable pre-award costs and the time period under which they may be incurred is available in *Section IV.6. Funding Restrictions*.

Grantees may translate the Federal award and other documents into another language. In the event of inconsistency between any terms and conditions of the Federal award and any translation into another language, the English language meaning will control. Where a significant portion of the grantee's employees who are working on the Federal award are not fluent in English, the grantee must provide the Federal award in English and in the language(s) with which employees are more familiar.

VI.2. Administrative and National Policy Requirements

Awards issued under this announcement are subject to 45 CFR Part 75 - Uniform Administrative Requirements, Cost Principles, and Audit Requirements for HHS Awards. The Code of Federal Regulations (CFR) is available at www.ecfr.gov. Unless otherwise noted in this section, administrative and national policy requirements that are applicable to discretionary grants are available at: www.acf.hhs.gov/administrative-and-national-policy-requirements.

HHS Grants Policy Statement

The HHS Grants Policy Statement (HHS GPS) is the Department of Health and Human Services' single policy guide for discretionary grants and cooperative agreements. ACF grant awards are subject to the requirements of the HHS GPS, which covers basic grants processes, standard terms and conditions, and points of contact, as well as important agency-specific requirements. The general terms and conditions in the HHS GPS will apply as indicated unless there are statutory, regulatory, or award-specific requirements to the contrary that are specified in the Notice of Award (NOA). The HHS GPS is available at

https://www.acf.hhs.gov/discretionary-post-award-requirements#chapter-1.

An application funded with the release of federal funds through a grant award does not constitute, or imply, compliance with federal regulations. Funded organizations are responsible for ensuring that their activities comply with all applicable federal regulations.

VI.3. Reporting

Performance Progress   Semi-Annually
Reports:

Recipients under this FOA will be required to submit performance progress and financial reports periodically throughout the project period. Information on reporting requirements is available on the ACF website at www.acf.hhs.gov/discretionary-post-award-requirements#chapter-2.

For planning purposes, the frequency of required reporting for awards made under this announcement are as follows:

Financial Reports: Semi-Annually

VII. HHS Awarding Agency Contact(s)

Program Office Contact

Rebecca Huffman
Children's Bureau
Administration on Children, Youth and Families
Administration for Children and Families
c/o LCG, Inc.
1400 Key Blvd., Suite 900
Arlington, VA 22209
Email: cb@grantreview.org

Office of Grants Management Contact

Bridget Shea Westfall
Administration for Children and Families
Office of Administration
Office of Grants Management
CB Operations Center c/o LCG, Inc.
1400 Key Blvd, Suite 900
Arlington, VA 22209

Email: cb@grantreview.org

Federal Relay Service:
Hearing-impaired and speech-impaired callers may contact the Federal Relay Service (FedRelay) at www.gsa.gov/fedrelay.

VIII. Other Information

Reference Websites

U.S. Department of Health and Human Services (HHS) www.hhs.gov/.

Administration for Children and Families (ACF) www.acf.hhs.gov/.

ACF Funding Opportunities Forecast www.grants.gov/.

ACF Funding Opportunity Announcements ami.grantsolutions.gov/.

ACF "How To Apply For A Grant" https://www.acf.hhs.gov/grants/howto.

Grants.gov Accessibility Information www.grants.gov/ web/grants/accessibility-compliance.html.

Code of Federal Regulations (CFR) http://www.ecfr.gov/.

United States Code (U.S.C.) http://uscode.house.gov/.

Application Checklist

Applicants may use this checklist as a guide when preparing an application package.

What to Submit	Where Found	When to Submit
Unique Entity Identifier (DUNS) and Systems for Award Management (SAM) registration.	Referenced in *Section IV.3. Unique Entity Identifier and System for Award Management (SAM)* in the announcement. To obtain a DUNS number	A DUNS number (Unique Entity Identifier) and registration at SAM.gov are required for all applicants. Active registration at SAM must be maintained throughout the application

	(Unique Entity Identifier), go to http://fedgov.dnb.com/webform . To register at SAM, go to http ://www.sam.gov.	and project award period.
SF-Project/Performance Site Location(s) (SF-P/PSL)	Referenced in *Section IV.2.Required Forms, Assurances, and Certifications.* This form is available in the FOA's forms package at www.Grants.gov.	Submission is due by the application due date found in the *Overview* and in *Section IV.4. Submission Dates and Times.*
Table of Contents	Referenced in *Section IV.2. The Project Description*.	Submit with the application by the due date found in the *Overview* and in *Section IV.4. Submission Dates and Times*.
Project Summary/Abstract	Referenced in *Section IV.2. The Project Description.* The Project Summary/Abstract is limited to one single-spaced page.	Submission is due by the application due date found in the *Overview* and in *Section IV.4. Submission Dates and Times.*
The Project Description	Referenced in *Section IV.2. The Project Description*.	Submission is due by the application due date found in the *Overview* and in *Section IV.4. Submission Dates and Times.*
The Project Budget and Budget Justification	Referenced in *Section IV.2. The Project Budget and Budget Justification*.	Submission is required in addition to submission of SF-424A and / or SF-424C. Submission is required with the application package by the due date in the *Overview* and in *Section IV.4. Submission Dates and Times*.
SF-424A - Budget Information - Non-Construction Programs and SF-424B - Assurances -	Referenced in *Section IV.2. Required Forms, Assurances, and Certifications.* These forms are available in the	Submission is due by the application due date found in the *Overview* and in *Section IV.4. Submission Dates and Times.*

Non- Construction Programs	FOA's forms package at www.Grants.gov in the Mandatory section. They are required for applications that include only non-construction activities.	
SF-424 - Application for Federal Assistance	Referenced in *Section IV.2.Required Forms, Assurances, and Certifications.* This form is available in the FOA's forms package at www.Grants.gov in the Mandatory section.	Submission is due by the application due date found in the *Overview* and in *Section IV.4. Submission Dates and Times.*
SF-424 Key Contact Form	Referenced in *Section IV.2. Required Forms, Assurances, and Certifications.* This form is available in the FOA's forms package at www.Grants.gov.	Submission is due with the application by the application due date found in the *Overview* and in *Section IV.4. Submission Dates and Times.*
SF-LLL - Disclosure of Lobbying Activities	"Disclosure Form to Report Lobbying" is referenced in *Section IV.2. Required Forms, Assurances, and Certifications.* This form is available in the FOA's forms package at www.Grants.gov.	If submission of this form is applicable, it is due at the time of application. If it not available at the time of application, it may also be submitted prior to the award of a grant.
Certification Regarding Lobbying (Grants.gov Lobbying Form)	Referenced in *Section IV.2. Required Forms, Assurances, and Certifications.* This form is available in the FOA's forms package at www.Grants.gov.	Submission is due with the application package or prior to the award of a grant.
Protection of Human Subjects Assurance Identification / IRB	Referenced in *Section IV.2. Forms, Assurances, and Certifications*. See [http://www.hhs.gov/ ohrp/ assurances/](http://www.hhs.gov/ohrp/assurances/)	Submission of the required information and forms is due with the application package by the due date listed in the *Overview* and *Section*

Certification / Declaration of Exemption (Common Rule)	forms/ index.html for additional information. This form is available in the FOA's forms package at www .Grants.gov	*IV.4. Submission Dates and Times*. If the information is not available at the time of application, it must be submitted prior to the award of a grant.
Mandatory Grant Disclosure	Requirement, submission instructions, and mailing addresses are found in the "Mandatory Grant Disclosure" in *Section IV.2. Required Forms, Assurances and Certifications*.	If applicable, concurrent submission to the Administration for Children and Families and to the Office of the Inspector General is required.
Traineeship Assurances	Referenced in *Section IV.2 Forms, Assurances, and Certifications*. Applicants are required to provide assurances listed section 426(c) of the Social Security Act (42 U.S.C. § 626(c)) in order to be awarded a grant for Child Welfare Traineeships.	Submission is required for all applicants by the application due date.

Appendix

Appendix A

NCWWI Overview

The National Child Welfare Workforce Institute (NCWWI) was funded by the Children?s Bureau for 5 years in 2008 and again in 2013.

The current purpose of NCWWI is to increase promising and evidence-informed child welfare practice through diverse partnerships that focus on workforce systems development, organizational interventions, and change leadership, using data-driven capacity building, education, and professional development.

Following are descriptions of the components of NCWWI.

University Partnerships

The goal of the University Partnerships program is to build a strong relationship between the social work program and child welfare agency in order to prepare the current and future child welfare workforce to strengthen child welfare practice.   The three components of the University Partnerships are:

- Traineeships to improve child welfare knowledge and skills, including specialized curriculum and field placements and program supports attentive to the transition to

agency employment with a new social work degree;

- Partnership activities designed collaboratively by the social work program and child welfare agency to address workforce challenges and opportunities; and
- Curriculum enhancements with regard to specialized content on trauma and evidence-based practices in child welfare More information about the NCWWI university partnership programs can be found at: http://ncwwi.org/index.php/teams-services/university-partnerships

Leadership Academy for Deans and Directors

The Leadership Academy for Deans and Directors (LADD) is a leadership enrichment program for experienced leaders that will create a learning community of agency-university partners to advance the preparation and support of an expert, culturally responsive and inclusive workforce that can deliver high quality services.

The purpose of LADD is to:

- facilitate inter-organizational collaboration to achieve sustainable systems change
- increase the ability of deans and agency directors to implement and maintain strategic and inclusive workforce partnerships in child welfare
- carry out change projects that involve renewal in both educational and child welfare organizations
- increase model building for more relevant, culturally competent, evidence-based child welfare education, training, and career supports for child welfare employees
- design and test new partnership roles which advance high impact services

The activities include:

- A high quality learning experience
- Partnership development with executive coaches
- Face-to-face meetings each year, distance learning opportunities, and coaching
- Work on a change project that has implications for improving the preparation and support of an expert workforce
- Access to the latest leadership and workforce development resources
- Developmental evaluation to chart progress

More about LADD can be found at: http://ncwwi.org/index.php/teams-services/ladd

Leadership Academy for Middle Managers

The Leadership Academy for Middle Managers (LAMM) is a national leadership development academy for middle managers in public, tribal and privatized child welfare systems. Based on the NCWWI leadership model, LAMM is a culturally responsive learning program for experienced state and tribal child welfare mid-level managers. Its goal is to enhance the ability of middle managers to apply leadership skills for implementation of sustainable systems change to improve outcomes for children, youth, and families. The LAMM increases the effectiveness of child welfare agencies by enabling managers to address persistent complex challenges requiring adaptive, distributive, and inclusive leadership. It offers managers the latest research

and new directions for child welfare practice, leadership, workforce development, succession planning, and management from academic, private, and nonprofit sectors. The LAMM provides the following:

- A competency based leadership training using proven curriculum taught by expert trainers in child welfare
- Preparation coaching for all participants
- 3 full residential days of training and ongoing support through blended learning methods
- Individual and small group post-training coaching to support leadership development and successful implementation of change initiatives
- Access to the latest leadership and workforce development resources

The LAMM curriculum is currently being revised into a 3 day version and will be available next year. The LAMM curriculum in its current 5 day form can be found at: http://ncwwi.org/index .php/training-curriculum

Leadership Academy for Supervisors

Based on the NCWWI leadership model, Leadership Academy for Supervisors (LAS) is a blended learning program for experienced child welfare supervisors.   The core curriculum consists of six online modules each followed by a face-to-face or webinar activity (Leadership Academy for Supervisors Learning Network or LASLN) where participants can network with facilitators and other learners to discuss and reinforce what has been covered in the previous module. The core curriculum provides 30 contact hours of training and includes two tracks: a personal learning plan to develop leadership skills and a change initiative project to contribute to a systems change within the agency. The LAS provides a high quality, proven training experience for experienced supervisors in an accessible format, two-thirds in a self-directed approach to meet supervisors? busy schedule. It is an opportunity to develop a leadership pipeline in the agency, providing professional development, succession planning and contributing to the agency?s strategic plan.

The LAS will provide:

- Access to the online curriculum hosted on LAS servers
- Consultation and training on implementing the LAS
- Website administrative/trainer rights for agency staff to monitor participants and edit agency specific areas of the LAS
- Agency-specific standardized reports to assist in tracking participation of the trainees
- Communication and support to address and resolve implementation issues
- Access to the latest leadership and workforce development resources

The LAS online learning modules and curriculum can be found at: http://ncwwi.org/index.php /national-las-core-training

NCWWI Organizational Intervention

NCWWI?s Organizational Intervention component promotes organizational change by using three major strategies: (1) solution-focused Design Teams as the ?engine for innovation,? (2) consistent leadership engagement, and (3) development of successful structures for

organization-wide communication, dissemination, adoption, and implementation. The Organizational Intervention is part of a Workforce Excellence approach that includes deliveries of LAS, LAMM, and LADD in jurisdictions that also have a University Partnership (UP) program. Currently, the Organizational Intervention operates in San Francisco City/County and the states of Missouri and Indiana.

The model is derived from extensive research and provides a high quality, proven approach to implement an organizational change initiative. The synergistic approach with UP, LADD, LAS, and LAMM concentrate training and implementation efforts at levels appropriate to the role of directors, managers and supervisors, as well as university faculty, while engaging all staff in the change initiative. It is an opportunity to develop a positive procedure for aligning operational principles during innovation, provide professional development, and improve the workforce environment.

The Organizational Intervention activities include:

- Identifying specific factors that impede and advance organizational change
- Providing a facilitator for Design Team support, team training and direction
- Employing the Phase Model for successful, sustainable implementation
    - Phase I: Organizational Environment Assessments
    - Phase II: Adoption of the change Initiative
    - Phase III: Implementation
    - Phase IV: sustainability and evaluation

More information about the NCWWI organizational intervention can be found at: http://ncwwi .org/index.php/teams-services/organizational-intervention

Leading Information-Sharing Networks, Knowledge Management and Dissemination

The elements of knowledge management, peer exchange and dissemination are seamlessly integrated in NCWWI?s comprehensive approach to workforce systems development through the Leading Information-Sharing Networks, Knowledge Management and Dissemination Team, which works to connect our partners, participants, and a national child welfare audience to best and evidence-informed workforce and leadership development practices through a wide variety of offerings such as an innovative use of web (www.myncwwi.org) and mobile technology (Facebook, LinkedIn, Twitter).